

PRINTERS' INK

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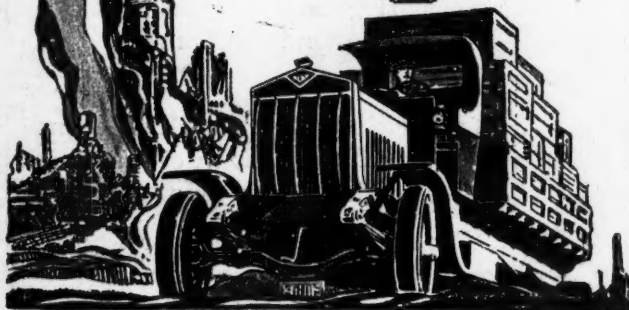
THE Clydesdale Motor Truck, a successful American commercial vehicle, was recently re-designed by the keenest engineering minds of France, England and America for the use of the Allied armies.

Domestic business was blocked for a time. But greatly increased production soon enabled the Clyde Cars Company to offer their improved truck in quantities to the American public.

They put their problems before Advertising Headquarters. In a remarkably short time we had given them a most comprehensive plan, a detailed analysis of their market, valuable assistance in lining up the better dealers—and had planted the seeds of publicity that are already bearing abundant fruit.

The Clyde Cars Company is one of sixteen motor truck, motor car and motor accessory accounts that are handled thru Advertising Headquarters.

Clydesdale
MOTOR TRUCKS



N. W. AYER & SON

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F E D E R A L

What It Means in Advertising

A BOARD of Counsellors with a specialized experience in practically every line of advertisable products.

A Staff of Executives with unusual reputation for original idea creation, effective writing and skillful merchandising.

An Organization of Specialists to carry the plans to successful fulfillment with the utmost efficiency, economy and dispatch.

A Problem Table at which Federal clients have the services of these men in analyzing and solving the problems that are constantly confronting every advertiser.

If you are seeking unusual service in the creation and conduct of your advertising, it will pay you to—

"Put it up to men who know your market."



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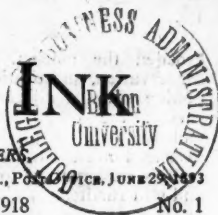
A JOURNAL FOR ADVERTISERS

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VOL. CII

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No. 1



Bringing the Sales End Through the War

How Various Houses Are Finding Occupation for Their Sales Forces Till Return of Normal Conditions

THE salesman under war conditions is a good deal like cavalry on the western front—that is, the need for his services often seems so scant that he may well wonder, like the cavalryman, what is going to become of his job. Not merely the salesman, but the whole selling end of business and the sales idea generally. For war has brought a curious new lineup in the organization of business.

In peace times, with our abundant production, the sales end is supreme. Merchandise multiplies not only in quantity but improves in quality, and materializes in ever new forms. Upon the selling end is put the great work of placing this abundance with the distributor and the consumer, and of teaching both the public and the trade technical facts about original devices, through personal effort and the printed word. The memory of no American business man runneth back to the time when selling and advertising were not commendable business functions, nor to any time when increase of sales did not mean broad benefit to the public and the country. This is so true that every reader may make his own illustrative examples out of experience in his own line of business.

But now, suddenly, all these conditions are changed.

There is an absolute reversal of

values. Instead of abundance, we have scarcity, and a rationing scheme for commodities in many lines. Instead of looking to the sales end for expansion, we are running dead against the stern necessity for conservation—for elimination—for the cutting down of allotments and output.

And that is certainly something new in American business!

It is so new that many business men, when they first run onto the situation, try to meet it with a sort of "absent treatment." Taught long ago by the late J. Pierpont Morgan, that nobody ever won by betting against the expansion of the United States, and with the idea of sales increase firmly grounded in their mentality, they have declared that business *must* be as usual and that war *shall not* interrupt growth.

But sooner or later, of course, they are compelled to face actual conditions, and then a conflict arises between the sales idea and the conservation idea.

Conservation violently reverses almost every principle upon which American business is founded.

Take the matter of prices and costs, for instance. In peace times, with abundance everywhere, increasing the yearly output and distribution decreases the cost of production. Output rises as advertising and sales work

broaden the market. Introduce conservation, substitution and rationing and the distribution must shrink, the output must drop and the cost of production and overhead must advance, bringing endless explanations to the public, and still further shrinkage of output and rise in prices as the greater cost of commodities force the public to buy more sparingly.

As a result of this ever-increasing shrinkage in commodities and the nation-wide diversion of manufacturing from peace to war needs, sales organizations in a good many lines find themselves marking time. How, therefore, can these organizations and others who may later be affected be brought through this war period? This is such a big question that obviously there can be no blanket answer to it. With a resourcefulness characteristic of American business men, the problem is being met in a number of ingenious ways. Perhaps this can be best made clear by relating several typical instances.

SMALL ORDER WILL BE SOUGHT


One well-known advertiser, who makes a specialty distributed largely through hardware stores, is swamped with war business. He has enough orders on hand now to exhaust his factory's capacity for pretty much all of 1918. As a result the other day he called his men off the road. There was no use of them continuing to sell what cannot be delivered. The salesmen were told to take a two months' vacation at the firm's expense and to report for duty on February first. When this manufacturer asked his sales representatives to come back to work in February, he had no idea what he would have them do. That evening in walking home through the streets of the suburban town in which he lives, an idea jumped into his mind which is going to provide work aplenty for the salesmen. In passing a little store, it occurred to him that here was a retailer who never carried his products. "There must be hundreds of thousands like

him," said the manufacturer to himself. "There are any number of small merchants—druggists, hardwaremen, variety stores, etc., tucked away under the wings of big stores, that offer a logical outlet for our goods, but we have always been too busy to bother with them. These men are 'half dozen buyers,' and under normal conditions it would not pay us to take the time to call on them, although we would like mighty well to have them showing our product. But now we have the time to cultivate systematically the business of these little fellows."

As a result of that thought the salesmen of this company will set out in February to call methodically on all the small retailers of the country that are prospects for their article. Only very small orders will be solicited from the merchants that the salesmen are going to see. It is expected that thousands of such orders will be received, but even in the aggregate they will not be large enough to cut in materially on the factory's production. A stream of little orders for one-sixth dozen and one-third dozen of the product can be taken care of very nicely by the factory, though it is oversold. The manufacturer does not expect to make any money on this business immediately. However, he will be doing very valuable and necessary missionary work, which will pay for itself in the years to come.

Missionary work seems to be the answer to the present sales problem of many a manufacturer. Often such work is slow and tedious, and does not produce a large volume of business right away. Hence the time of salesmen, in some lines at least, can now be occupied in opening hard territories. Minimum orders can be solicited and thus production capacity not be seriously taxed. Almost every sales executive that the writer questioned, as to how he was going to bring his sales force through the war, made a different answer, but probably more of them are considering the

AUSTRALIA for AUSTRALIANS

N the other side of the world an Empire as big as the United States of America lives up to its slogan: "Australia for Australians".

In its business and social life, in its methods of buying and advertising, it is governed by the spirit of that slogan. When the rest of the world does business in Australia that business must be done according to Australian methods.

In order to better serve one of our clients who has a remunerative Australian outlet for his product, we sent a representative there to gain a first-hand knowledge of the country, its advertising and market conditions.

He spent the better part of a year at the task and has recently returned with a fund of valuable, up-to-date information.

To the best of our knowledge, we are the only American advertising agency which has made a recent first-hand, comprehensive investigation of the Australian market.

We will be glad to share this knowledge with any executive or manufacturer who feels that it would be helpful in his own problems.

THE H. K. McCANN CO.

New York - Cleveland - San Francisco - Toronto

Our booklet "Advertising Service" will be sent to any interested executive on request.

possibilities of missionary work than any one thing.

The other day an instance came to the attention of the writer, which in itself epitomizes sales conditions as they exist in many fields to-day. There are two manufacturers in the same line. One of them was letting his salesmen go, and the other one was trying to hire additional sales representatives.

When asked why he didn't employ the men that his competitor was dismissing, he replied: "It is true that they have experience in our field, but it is valueless to us. They are price salesmen. They do not sell goods. They get rid of goods by striking a bargain with the buyer. That is why their employer is obliged to get rid of them. It is not the men's fault, however. Their boss's business is still on a price basis, because it is unstandardized and hence subject to every whim of the market. The men we are employing do not necessarily have to be experienced in this business. We want men we can train to sell an idea, a service, rather than a price. Our line is standardized and advertised, and hence is staple.

SALESMEN ARE STILL BADLY WANTED

In sizing up a business situation, many people lose sight of the vast scope, extent and variety of American commercial activity. Conditions in any one industry or in any section do not necessarily reflect conditions as a whole. Generalizations are misleading. While it is undeniably true that in many lines a gradual slackening of selling effort has been going on for several weeks and that thousands of salesmen have been temporarily withdrawn from their territories, it must not be forgotten that an overwhelming majority of all salesmen are calling on their trade as always. Good salesmen are in demand. A surprisingly large number of firms are anxious to add to their sales force, if they could find the proper timber.

A number of organizations are being built up to take advantage

of war-created opportunities and are looking for salesmen that can measure up to the task. Many sales managers have long known that they did not have enough top-notchers on their staffs. They are now watching their competitors like a hawk, hoping they will let some of their good men go.

A case of this kind happened recently. A small specialty manufacturer had to discharge his sales force. Practically all of those men within forty-eight hours had been offered a better position than the one they had just left. It should be remembered that a big percentage of the men on the road are within the draft age, and that conscription and voluntary enlisting has made heavy inroads into their ranks. It has not been easy to replace these men. Replacement is still going on, thus providing immediate positions for those salesmen, coming from those houses who have had to curtail their sales organization.

It may be known that there are not many salesmen out of work, when it has become necessary for some business houses to look in unexpected places for undeveloped sales material. Hotel clerks and barbers have been recruited. Those engaged in work of this kind are accustomed to pleasing the public, and since many of them have good personalities, with a little training they become salesmen of no mean ability.

While the war has closed many big opportunities, it has at the same time opened up others. Central power plants, for instance, have not been inclined to follow up leads that required them to make additional investments in order to sell their service to the new customer. They have, however, struck out on other lines. Central plants are on priority lists for coal shipments, whereas the individual manufacturer who has a power plant of his own is not so favored as a general thing. Getting such manufacturers to use current from central power stations has not been a difficult sales task. The fact that many householders are doing more of their

THE



OF THE EARTH
THE SUBSCRIBERS
TO NEEDLECRAFT
OVER ONE MILLION
OF THEM

work than ever before has created a great opportunity for the sale of household appliances. The electrical people have been right up on their toes in going after this business. This has opened up new positions for a great many salesmen.

War has interrupted some of the most promising sales development. Take the coal industry, for instance, which was endeavoring to escape from its old competitive evils by building up special brands and service. With unidentified fuel competing in all markets on bare prices, causing wasteful mining without profit, some of the more business-like coal operators endeavored to advertise coal of high quality under brand names, and sell it to fuel users for special purposes. This line of development has been practically blocked by war conditions, for the scarcity of coal led to the plan of pooling every car in a way that absolutely destroyed brand value. With a ship waiting at one of the Great Lakes ports and the Northwest facing a fuel famine, the first string of coal cars arriving at that port from the mines was dumped indiscriminately into the hold, the branded coal along with the anonymous kind, regardless of price, brand, quality or any special purpose for which it might be fitted. A car of coal has become simply a car of coal, and will so remain until the war ends.

Yet in this field, salesmen are being ingeniously employed. Being a run-away market, there is nothing to sell. Some companies are using the men on the other end of the business—to figure out ways and means of expediting deliveries. They are tracing cars and doing what they can to speed up the arrival of the coal that has already been sold. In some cases they have gone to mines and to terminal points to try to hurry their shipments.

Though they may not have any urgent work for their sales representatives, the majority of well established firms are determined to maintain their organizations,

regardless of cost. Most of these concerns are up to their necks in war work. They are prosperous. They admit that their salesmen have been factors in this prosperity and they feel that it would be grossly unfair for them to dismiss the men.

The attitude of manufacturers in this position can be expressed in the words of the vice-president and sales manager of a representative house. "Our salesmen," he said, "contributed to our success and it is now up to us to take care of them, but let us consider it from the selfish standpoint. This war will not last forever. It would be very poor policy for me to disband an organization that has taken so many years to build up, and that we may urgently need again almost at any time. I figure that it costs us in the neighborhood of \$5,000 to develop a salesman. That is much higher than most concerns figure, but I believe it is not an exaggeration. When you consider the large number of men that we employ who did not make good, and that we have had to discharge, and also the number that we keep on our payrolls for two or three years before they make good, it is easy to see that my estimate is not too high. I figure that our 125 salesmen represent an investment of over half a million dollars. Wouldn't it be rank folly for us to discharge an aggregation of men that cost so much to develop?

"There is another side to the question. It is only an exceptional man that can get a thorough grasp of our proposition inside of two years. To become thoroughly imbued with the ideals of the house, to get an understanding of all the fine points of our line, and to become real enthusiastic about our goods takes a long time. The majority of our salesmen are stars, and even if it would be necessary to keep these men idle for a year or two, it would pay us. However, it will not be necessary to keep them idle of course. We intend to keep on making our regular territories,

The Brooklyn
Standard Union
bids Good Bye to
the Old Year with
an average cir-
culation of only
71,144 copies.

Here's to the
New Year; and
may we be even
of greater service
to you.

even though we haven't much to sell. You must realize that it is necessary for us to keep in touch with our trade, because if we don't, our competitors will."

Another corporation came to the conclusion a few weeks ago, that there would be little or nothing for its salesmen to do as long as the war continued. This company employed twenty-five men. In checking over their work it was found that five of the men really did not justify their existence with the organization, and were let out. The other twenty men are to be retained and their names kept on the payroll just as though they were doing their customary work.

The peculiar thing is that it is difficult to keep the ambitious salesman idle, even though he is paid his salary. He will enjoy his leisure for a few weeks and then will begin to wish he had something to do. Sales managers realize this and are arranging to give salesmen a few nominal duties until they are ready to send them out on the road again.

It has been suggested that such men be loaned to war committees or to organizations doing patriotic work. The bond houses, for example, did this when they had their salesmen help in floating the Liberty Loans and some wholesale grocers are doing it now by lending their salesmen to the Food Administration to help take a food census.

Caring for the salesman who is working on commission seems to be quite a problem. If the sales possibilities of an article are curtailed, of course the salesman will not be able to earn as much as he has been in the habit of making. Under these circumstances, it is hard to keep a good man satisfied. In getting around this difficulty, some companies are arranging their territories so that the men will have greater chances to sell. In some cases territories are being enlarged and in other cases readjustment is made so that the men will travel over more populous centers.

One concern is arranging to pay

its men a full commission on all mail orders received from their territories, providing they have been calling on the account that sent in the order. - Another company, some of whose commission men were drafted, had the men make a flying trip over their territories before entering the army. On this trip these men bid good-bye to their customers and asked them to send in their mail orders to the firm during their absence, saying they would be given a commission on all orders. This had a sentimental touch which was quite effective. Of course advertising, direct, trade-paper and general, is being employed to increase sales possibilities for commission men.

Quite a few companies in one industry are changing from salaried salesmen to commission salesmen. The war has made this particular product much more difficult to sell. It is felt that salaried men do not go after business hard enough to overcome the selling resistance which this merchandise now has to meet. On the other hand, a man on commission, so it is figured, has to sell or he can't eat. Many of the old men refuse to go on a commission basis. Hence the change is bringing into the sales ranks an influx of men of an entirely different type.

INTERIOR WORK FOR SALESMEN TO DO

Other houses are pursuing just the opposite policy. They are putting their commission salesmen on a salary. Their reason for doing this is interesting. They claim that the most important function of a salesman in war times is not so much to sell as it is to build up cordial, helpful relations with the trade and to get in solid with customers. The establishment now of such relations will undoubtedly prove profitable when business assumes its accustomed pace after the conclusion of the war. Commission salesmen, since they are under the necessity of selling immediately, will not take time to build for the future, and hence are

Rhode Island prospered in 1917. Her people are getting the highest wages they have ever received and have plenty of money to spend on advertised articles.

Nearly everyone in Rhode Island reads The Providence Journal or The Evening Bulletin, so there is one sure way to reach them.

The Providence Journal Co.

PROVIDENCE, R. I.

Representative CHAS. H. EDDY CO.

New York

Boston

Chicago

not the kind to employ in good-will-creating work of a missionary sort.

A good many houses know that after they get their business adjusted to war conditions, they will be able to provide customary work for their salesmen. This will take several months, however, and their problem is to find something for the salesmen to do immediately. It is surprising the large number of odd jobs around nearly every big institution that have been neglected because there was nobody who had time to attend to them. Salesmen are now being put to work clearing up these odds and ends. One company has made up its mind definitely to put a new product on the market after the war is over. It is now analyzing the market for such a product, collecting data as to what competitors in this field are already doing, and gleaning all other information that will be helpful in launching the new product. They have put their salesmen to work gathering these facts. Salesmen are well fitted for such work; they are used to meeting people and are persistent in pressing their ideas. When sent out to get information they are likely to use the same energy they employ in selling goods.

SALESMEN ARE ACTIVE IN ANOTHER LINE

Another manufacturer, a few years ago, became involved in a land promotion venture. It has absorbed a great deal of his time, and has taken a lot of his money, and so far, he has got nothing out of it. A few weeks ago, when he saw it would be impossible for them to keep their salesmen busy all the time, he called three of his best men into his office and told them that he would consider their salaries well earned for the whole of 1918 if in that time they could dispose of his interest in the land company. Here was a job he always wanted to do himself, but never had the time. Undoubtedly these star salesmen will be able to accomplish the task for him.

A firm in Philadelphia realized that their salesmen did not know enough about how their goods are made. Sometime ago, when it became necessary to take the men off the road for awhile this company placed them in its factory where they will spend their time studying manufacturing processes until the house is again ready to have them go out into their territories. This plan is being considered by several sales directors. Under the stress of getting new salesmen out on the firing line quickly, there was no time to acquaint them properly with the inside of the business, especially with the manufacturing end of it. The present emergency offers an excellent chance to bring these men into the house and ground them thoroughly in the fine points of the product.

Practically every manufacturer is bound to accumulate a certain number of disgruntled customers. One company recently made a list of all its former customers that it had lost without knowing the reason. It distributed these among its best salesmen and told them to cultivate these dissatisfied buyers. The men were not to try to sell any goods to these buyers, but merely to get on the good side of them, so that when conditions are restored to normal, these buyers will feel more inclined to do business with the manufacturer.

Another firm had many hundreds of thousands of dollars tied up in slow accounts. Since it was not advisable to continue selling any more goods because of shortage of raw material, the sales manager of the organization decided to keep his men busy collecting overdue bills. In collecting these bills the house switched the territories of its men so that the salesmen would not be calling on their own customers. In sending them out on this mission the men were told that if they found a customer that needed help and if the salesman thought he was able to give it, that he would be authorized to do so.

(To be concluded)



You get utmost value from your printer as well as from the paper manufacturer when you specify Buckeye Covers. You do not have to pay for guesswork and experiments. Most printers use Buckeye Covers oftener than any other kind, and as a consequence they can handle them to better advantage than any other kind. On any Buckeye Cover your printer can produce exactly the effect you want, with the minimum of trouble and expense.

It pays in the beginning, and it pays still better in the long run, to specify Buckeye Covers for all of your Direct Advertisements that can be printed on a high-grade cover paper.

"Proofs" will be sent free by prepaid express, if requested on your business letterhead.

THE BECKETT PAPER CO.

MAKERS OF GOOD PAPERS
in Hamilton, Ohio, Since 1848

DEALERS IN ALL PRINCIPAL CITIES

Member: Paper Makers' Advertising Club



Judgment keeps them there.

The engineer in his cab—the Tom Keene Cigar in the good opinion of its smokers.

For Good Judgment in handling a locomotive makes the driver of the "Limited". And Good Judgment in handling tobacco makes Tom Keene's mild aromatic blend.

When buying, be sure to find the word KEENE branded on the wrapper.



DISTRIBUTOR'S NAME



Watt Watched the Kettle

Up went the lid. "If a little steam will the lid," thought he, "why can't a of steam drive an engine?"

Friend Watt was simply using—Good judgment.

So we say, "If a little aging and a little in blending make a good 5c cigar, shouldn't 16 months aging and a lot more in blending make a better 5c cigar?"

Buy this cigar. When buying look for the word KEENE branded on the wrapper.



DISTRIBUTOR'S NAME

As advertised by

GENERAL CIGAR CO., INC., New York

and BLACKMAN-ROSS COMPANY, New York

“Tschaikowsky? Who's he?”

COMMON PEOPLE! Sometimes we wonder if we understand them. Common people who farm, 'tend store, lay bricks, build ships or run locomotives—many of whom earn more than able advertising men.

Must we feed “the pee-pul” mush and italics? Will only bolts of lightning penetrate their heavy roofing?

The manufacturers of Tom Keene agreed with us that smokers of 5c cigars might respond to the simple, unexciting truth about this brand. So Tom Keene's only claim has been —“Made with Good Judgment.”

American smokers in turn have made their own decision with good judgment. For Tom Keene's last-year sales showed an increase of nearly 40%.

BLACKMAN-ROSS COMPANY

Advertising

95 Madison Avenue

New York

On January 17th:
“Trust Companies
and Eyebrows”

An OFFSET PAPER With A Reputation to Maintain

For every grade of paper there is a certain standard—a sheet that combines all the desirable qualities.

EQUATOR OFFSET

has a reputation among offset printers and users of being the standard offset paper—The one sheet giving the best printing results and the greatest production day after day the year 'round.

Equator Offset is made as a specialty. Rigid adherence to a certain standard for strength, finish, sizing, color and packing has and is producing a specialty Offset paper as uniform from every standpoint as is humanly and mechanically possible.

Send for samples and prices

SEAMAN PAPER COMPANY

Formerly

BERMINGHAM & SEAMAN CO.

Paper Manufacturers

CHICAGO

208 So. LaSalle St.

NEW YORK

200 Fifth Avenue

St. Louis Minneapolis Milwaukee Buffalo St. Paul Philadelphia

Business Sense in Copy Writing

Step by Step Copy Grows Stronger as Writer's Knowledge
Increases

By Ray Giles

HOW he got his start I will not attempt to record. From the fact that he has safely hurdled that high obstacle "no samples to show," we know that he shows considerable promise and must be something of a salesman.

He sets out with a heart full of enthusiasm. No one's hopes could be higher. There is so much work to be done.

For months he has reviewed the advertising pages of the magazines. He has decided that about one out of every twenty advertisements is really good. This scarcity of intelligent work astonished him at first. But it also serves as an inspiration, for it emphasizes the need of the service he has to offer.

For example, that Cereal, that Soap, that Cleanser—how much they need *original* advertising—advertising that really hits you between your bifocals.

Here are three big advertisers who make him blush for the "profession" when he must admit to a chance acquaintance that he is an advertising man.

People are always asking if he writes any of the advertising on these three products. Every one seems to think of them when advertising is mentioned. Fortunately, he can answer "no." It saves him a great deal of embarrassment.

If he is with an advertising agency he asks one of the executives why no one gets hold of these accounts and gives them some real service.

The executive replies that the Soap couldn't be pried loose from its agency in a hundred years. The Cereal had a sales increase last year of 100 per cent. The Cleanser edged four hated rivals off the map in the last six months.

At this he is much bewildered. It seems all out of line with rea-

son. However, a big element in business is luck. How much better the results would be if only "we" could have a chance at those products.

Some day he will have a chance to upset advertising traditions. Now is the time to get ready.

He busies himself at brushing up his "style." He rides to work with a rhetoric. He constantly carries a note book. At odd moments there occur to him striking methods of advertising shoes, motor trucks, lingerie, concrete. He jots them down. He thus builds a vast store of untapped resources.

THE FIRST GREAT EXPERIENCE

One day he is invited to try his hand at an important account. He lists up sixteen separate reasons why a person of any intelligence *must* buy. Strung together they make a remarkable selling talk. The logic of the message is compelling.

He treats the subject with decided originality. His advertising is certainly different from anything ever put out on a like product.

That night he calls on the girl. He reads off the page advertisement he has prepared for "Somebody's Magazine."

She listens, eyes widening. "That, Jim," she says, "is perfectly wonderful."

"But would you *buy* one?" he insists. She would—but does she?

He says, "Now remember, you may be prejudiced because you know me. Honestly, how do you think it will strike the average reader?"

She knows that she is as hard to persuade as the next one.

That is convincing enough. He deliberately tried to plant a doubt

in her mind. It was no use after she had read the ad.

He multiplies her attitude by the umpty-odd million circulation of "Somebody's."

Next morning he turns the copy over to the typist. Queerly enough she makes no comment as she returns it from the Remington. Well, probably she has a rush of work.

Confidently he takes it in to the chief. There is no particular need to tell what happens. It most always does.

The typist notes him as he goes back to his desk. She has seen that crushed air before. She mentally resolves to say something kind next time—no, now. She looks up. "That was a good ad you gave me," she says. "What luck?"

He looks through her eyes into dim distance. "*They've butchered my copy,*" he replies in a low, fierce monotone.

UPWARD THROUGH TRIBULATION

Months go by. One day he gets by a big advertisement in pretty much its original state. The set-up proof is exhilarating. The date of insertion arrives. He buys a copy of the morning "News." Sure enough, there is the ad. On his way to work he reads it for twenty minutes straight.

A consumer-man next to him also has a "News." Our hero watches him closely as he turns the pages. Presently consumer-man comes to It. His eyes are glued on the page right up near It—yes, on It.

Wonder of wonders! The consumer-man speaks. "Bill," he says to his companion, indicating the page, "You ought to buy one of *those*."

"Which?" asks Bill.

"That," says consumer-man. His finger heads straight for It. But it lands instead on a 28-liner *beside* It.

Another Big Ben has gone off at our Hero's bedside.

A few years pass.

During this time our friend does

one of two things. Possibly he is on a constant still hunt for a place "where he will be appreciated." Or he holds on to his present job buoyed up only by a vague fatalistic hope.

Let us assume that the second condition holds true. Even if it doesn't at the start, he ultimately comes around to it.

This considerably helps his development. Unhampered by job-hunting, he uses spare time to sort things out.

Personally he feels that he is marking time. The truth of the matter is: His brain is so full of experience and theory, doubt and faith that he lacks convictions. He sees all sides to a question and thus gets too great a variety of answers. There is no help for this but to go on sifting matters down.

His acquaintances with advertisers widens.

Stunt advertising grows less interesting. He finds that clients who want it generally put him on the rack each season for something even stunter. (Positive, stunt; comparative, stunter; superlative, stunted.)

The successful advertisers he knows seem in the main to pass up the "millinery" shoes and prefer to walk in a pair of broad and very human Munsons.

Somewhere about this time, our man begins to receive with an open mind suggestions from all sorts of people. Thereafter a review of his Scrap Book makes him feel somewhat guilty.

True, he *wrote* the ad. But A gave him an awfully good slogan. B suggested a picture which has undeniable selling power. C lopped off an introduction that meant a shift from 8 to 12-point and caused the advertiser to say, "Great! That hops right to it."

Instead of filling his Scrap Book with series of advertisements, he now perhaps saves two or three clipped to a copy of a letter which merely says, "You will be pleased to know that our sales-increase for the first six months of this year is 72 per cent.

If this keeps up (even successful advertisers cling to that little pessimistic phrase) we will, etc."

He has lost interest in methods and is working for results. He has turned from the mechanics of writing to the mechanics of selling.

He no longer expects to make each advertisement a topic of national conversation.

His X,000,000 "readers" have now become X,000,000 observers and he tries to make the observation car as popular as possible. Every now and then some one outside the business unknowingly shows that he was highly impressed by one of our friend's advertisements.

Reader and writer adjourn for a Coca-Cola.

Notwithstanding this seeming scarcity of readers, results mount up. His pay envelope begins to take on girth.

He once expected to become a master of "style." But his ideas have changed. The beginning and end of his advertising "style" he finds well defined by Coleridge; "the best words in the best order."

"SERVICE" TAKES ON A BROADER MEANING

He is now somewhat reconciled to merely serving people. And his idea of "service" is considerably altered.

For one thing it no longer means "teaching the boobs." He seeks instead to win their friendship and respect.

He talks *with people* instead of *at consumers*. He cuts out the moralizing. He issues commands only in emergency.

Once "service" also meant taking the helm away from the advertiser and sending him forward to mind the sails. Now the positions are reversed. At the time his change seemed like a compromise. After a little experience he decided it was not.

One business fact strikes him repeatedly and with growing force. He hears often of distinctly bad personal salesmanship. Occasionally he sees unintelligent

manufacturing as well. But he has never yet found an advertising campaign so bad that it failed to help the advertiser in some measure.

The belief that there is no such thing as useless or worse-than-useless advertising brings him to the cross-roads. Two suggestions pass through his mind. One is, "Why wear yourself out?" The other runs, "Then what a chance for the *best* you have to offer!"

It is fortunate that the second suggestion prevails. For at this time he gets a chance to prepare a long series of pages and double pages for a new advertiser. The campaign promises to be a success on space alone. But he forgets this in his desire to make the message tell as much as the space.

Yet he does not think consciously of startling captions or an unanswerable one-sided debate. He loses himself in the interest of his readers.

His "style" is based mostly on the belief that a common understanding will bring the consumer to his side. His message radiates anticipation of success.

He writes to make the reader say, "*That is good news.*" He does not expect to empty hat racks and crowd the retail stores that night.

Nor does he try invariably to make his advertisements sparkle with entertainment. He recalls that not all of us would care to lend a hundred dollars to that actor chap who made us laugh last night at the Follies.

He finds that go-ahead businesses never knock competitors and rarely compare themselves to rivals. He adopts this attitude in his writing. His side-partners note a "bigger sound" in his output.

Sometimes a doubt occurs. Is he as clever as he used to be? The only counter-irritant seems to be the sales that he helps to make.

Certainly he is not as versatile as he used to be. His tool kit has dwindled. This bothers him until he learns that the most experienced doctors, carpenters and

artists usually work with the least equipment.

His stenographer no longer underscores her typewriter ribbons to shreds or periodically 'phones the repair man for a new dash key.

At this point one of two things happens.

Either he becomes a big money maker. Or else there is a change in administration and the new executive says, "Now about Blank. He has a lot of experience. But has he the pep and punch that advertisers expect from this organization?"

Quaker Oats Sees an Opportunity

The Quaker Oats Company is seeking increased sales in the campaign of the Food Administrator to reduce the wheat content in bread. In a circular to the trade it says:

"It is our understanding that the Government, as a wheat conservation necessity, will soon require all commercial bakers to use a mixture of at least ten per cent—possibly fifteen per cent—of some other product than wheat in their bread formula. This may be corn, oat or barley product, or any other suitable ingredient. There are several reasons why oatmeal or rolled oats are satisfactory: First, more easily obtained than anything else; second, rolled oats or oatmeal will absorb far more water than wheat flour and retain it longer; third, it is as cheap as any other ingredient which is available; fourth, an oatmeal loaf has greater nutritive value than a straight wheat flour—far greater than a cornmeal or barley flour mixture. The bakers are all ready for your salesmen to take their order for rolled oats. The oatmeal loaf is here."

"Power Farming" Opens Chicago Office

Power Farming and Gas Power, published in St. Joseph, Mich., have opened an office in Chicago. Frank W. Maas, the advertising manager, will move his headquarters to the Chicago office, and will handle the Western territory. Before becoming associated with these two publications five years ago, Mr. Maas was Chicago manager of *Advertising and Selling* for several years.

United States Rubber Co. Tire Accounts Go to Ayer

Beginning with January the United States Rubber Company will place its tire advertising through N. W. Ayer & Son. The tires involved are United States, Hartford, G. & J. and Revere.

Advertising Expenditures for 1918

John Sullivan, secretary of the Association of National Advertisers, has sent to the members of that organization a bulletin containing the results of a questionnaire sent out by the H. Black Company, of Cleveland, concerning this year's advertising expenditures. According to a summary furnished by A. W. Newman, sales and advertising manager of that company, out of 145 replies received, 50 advertisers, or 34 per cent of the total number, have increased their advertising appropriation for 1918. Sixty-two, or 43½ per cent, will spend the same amount as in 1917; 13, or 9 per cent, have cut down their appropriations, and 20, or 13½ per cent, are uncertain as to the amount they will spend.

In reply to a question as to the effect the war will have upon business during the coming year, fifty-two reported that they believed it would have a beneficial effect; sixty-six thought that less business would be done, and the remaining twenty-seven expressed no opinion.

Thirty-five replies received after the above analysis had been prepared showed about the same percentages.

It will, therefore, be seen that, in spite of the conditions which now prevail, there is to be no wholesale reduction in appropriations, as predicted by some advertising men. In fact, from interviews had with many careful observers, who are in a position to know what is going on in the advertising field, there is every reason to believe that 1918 will be a good advertising year.

New York Publishers Looking Forward

The New York Business Publishers' Association, Inc., opens the year with a dinner meeting, to be held at the Automobile Club on the evening of January 7, at which publishing problems for 1918 will be discussed. Joseph J. Rockwell, of the McGraw-Hill Publishing Company, will talk on postal problems; W. H. Taylor, president of the Iron Age Publishing Company, subscription problems, and George Frank Lord, of the du Pont company, will treat of advertising problems, taking as his subject, "Is This the Time to Stop Advertising?"

To Advertise Farm Electric Plants

The Warnerlite Company, Davenport, Ia., is planning to advertise its farm lighting plants, through the Critchfield Company, of Chicago. W. F. Warner, president of the Warnerlite Company, tells *PRINTERS' INK* that the minimum amount of the appropriation will no doubt be \$50,000.

How Will You Safeguard Your Business Against the Demands of War?

If the present stress on the nation's resources has forced or may force the government to take over your plant or your output, what will you do about it?

Will you rub your hands in content that you are guaranteed full demand at a profit while the war lasts?

Where will your profits be when this condition changes? When your usual customers have learned to use other goods? Or have become accustomed to some substitute?

Or will you *insure* the future of your business with a reasonable investment in advertising to retain the good-will of your trade—continue to remind them of the value and quality of your product—assure them of your desire to serve them again when this present condition passes?

The oversold or conscripted business is in a dangerous position.

It needs advertising now to an extent that it may never have needed it before.

McGraw-Hill Publications

Serve a Buying Power Aggregating Billions of Dollars Annually

Power

Coal Age

The Contractor

Electrical World

American Machinist

Engineering News-Record

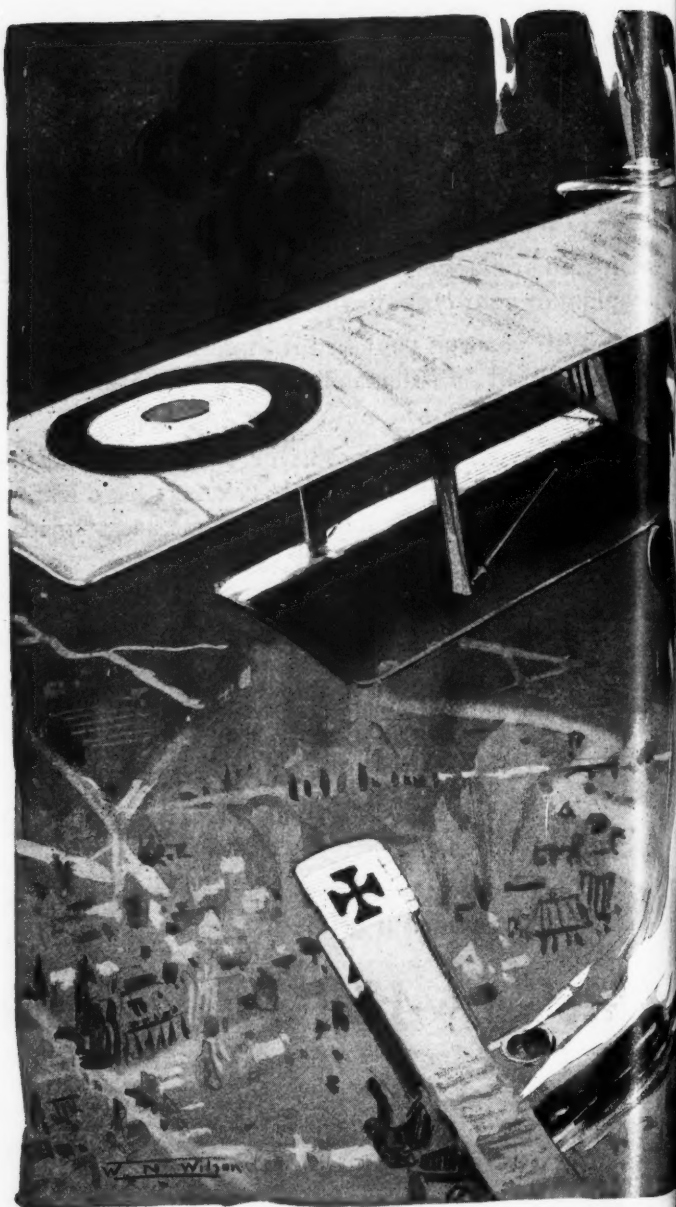
Electric Railway Journal

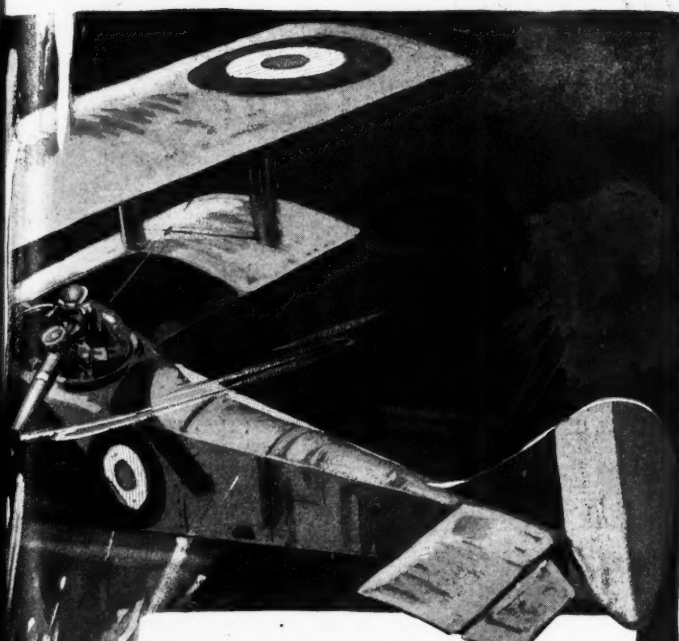
Electrical Merchandising

Engineering and Mining Journal

Metallurgical and Chemical Engineering

All Members of Audit Bureau of Circulations





AN ever-increasing number of national Advertisers have found it expedient to use vivid illustrations of the many phases of War—its preparations and actual battle-front scenes. This timely demand has made it necessary for us to create a department for the handling of such commissions.

Intimate knowledge of this great subject from all its dramatic angles is necessary. A nation at war grows to be exacting and critical. Technical details must measure up to Army and Navy standards. From the standpoint of Art the field is without limitation in picturesque value.

We take keen pride in this new department of ours—it has a fine and a patriotic mission to perform.

ETHRIDGE

Association of Artists

NEW YORK OFFICE
25 East 26th Street

CHICAGO OFFICE
220 So. State Street

DETROIT OFFICE 1207 Kresge Building

Why Chicago Is a Quick Market

Nearly every form of selling effort finds Chicago a responsive market; a market where results are quick and sure.

So sure, so dependable is this Chicago market that advertising managers often wonder why. Surely Chicago people are not so different from those living elsewhere, they reason.

The "reason why" in this instance is that Chicago has The Daily News.

It sells more papers in Chicago and suburbs than any other newspaper, daily or Sunday, 94% of its immense circulation being in its local territory.

When very nearly every worth-while family in a city the size of Chicago reads one certain newspaper, the sales and advertising managers of big concerns have a straight, sure path to a quick market.

Naturally, therefore, The Daily News during the six working, buying days prints more advertising than any other Chicago newspaper.

The Chicago Daily News

"It Covers Chicago"

Selling Your Booklets to Your Dealers

It Can Be Done, if Relations Are Amicable in Selling End

MOST advertising men have spent a lot of time and thought and energy on the problem of keeping dealers from throwing away the advertising matter they order.

The Cadillac Garment Manufacturing Company, of Detroit, according to J. G. Maher, the secretary and general manager, worries not at all.

When advertising matter is sent to its dealers it does not fear that those dealers will use it for fuel.

The company spends no energy at all worrying about it. Rather it spends more energy selling the dealer more of it.

The reason is that the dealers buy all the Cadillac garment advertising matter they get.

Mr. Maher says his company does not send any advertising "gratis." It has standardized mostly on style books. These are furnished the dealer with his name imprinted, and all enclosed in an envelope ready to mail—needing only the address.

They are billed to the dealer at two cents each.

Most of the advertising men who have been struggling with this problem are apt to say: "Impossible! Dealers don't buy manufacturers' advertising!"

Mr. Maher says that if dealers don't buy manufacturers' advertising matter, either the advertising matter or the method of presenting it to the dealer is at fault.

He says there is almost no retailer, especially of clothing, who does not know something at least of the power of advertising. Most of them invest at least some good hard money advertising on their own account. Almost everyone of them wants good printed matter to help make sales. The Cadillac people specialize in children's dresses, which are nationally advertised. Not long ago PRINTERS' INK had an article telling how

these people had built up a big business in girls' dresses by advertising dolls' dresses at cost. The dolls' dresses, made from trimmings, or scraps left over from making girls' dresses, are high class in every way and retail at 25 cents, prepaid, or are given free for a coupon enclosed in each dress sold. In the national advertising particular pressure is put on the doll dresses as a means of drawing the interest of girls, though in the background every line of the copy talks about Cadillac girls' dresses. A large percentage of the orders for these toy dresses start regular customers for the girls' dresses.

The company sells exclusively through dealers, never filling an order direct when it can be referred to a dealer. Many of the company's dealers—it might even be said a large proportion of them—are started by sending them a check.

PREDISPOSED IN MANUFACTURER'S FAVOR

That also may sound a little startling as a merchandising plan to the average advertising man. It is handled, though, as part of the policy of referring orders. Most of the orders received by the company at Detroit bring the cash with them. When the order is referred, along with it goes a check for the dealer's share, or discount, on the order, unless he is an established dealer with a regular account, in which event he gets a credit memo.

After a dealer has been established (and old dealers at each new season), he is offered style books.

This offer is in the form of a letter, which reads as follows:

We are enclosing you a copy of the new Cadillac Style Book that we have prepared for our dealers.

This Style Booklet is beyond doubt one of the nicest ever issued by a man-

ufacturer of children's dresses. The cover is made by Myrta. This is the artist who does the beautiful work for *Vogue*, *Vanity Fair* and *Harper's Bazar*. She is recognized as one of the world's famous artists. The fashion drawings are also made by one of New York's foremost illustrators. They are chic, and we believe will help sell Cadillac dresses, as well as other kindred lines of merchandise.

A great number of styles shown in the booklet are being advertised to your customers through the *Pictorial Review* and *Ladies' Home Journal*. We are receiving a large number of inquiries, which we turn over to the dealers in the locality from which they originate.

We are offering these Style Books to Cadillac dealers at two cents a copy. This is less than the actual cost to us. Under this plan, we will have imprinted the dealer's name, with such advertising as he may suggest. We believe that this is a splendid opportunity to connect up with our campaign of national advertising, and we feel certain that the results will be very satisfactory from all points of view.

Backed up by the splendid styles, exceptionally well made garments and the strong advertising plan that we are following, we believe it affords an opportunity that should not be overlooked.

These booklets have been received favorably by the trade and are selling rapidly. We would suggest that you advise us by return mail the quantity desired and send us a copy for the advertising you wish used, which we will have imprinted for you free of charge. This booklet will be furnished in a plain envelope, for which there will be no charge. For your convenience, we are enclosing a stamped envelope for your reply.

The card enclosed was an order form, requiring only a quantity figure, and the dealer's signature.

Though this card ordered advertising at two cents per piece, \$20 per thousand pieces, a surprising percentage of them came back promptly.

Dealers who did not reply received a short note to the effect that "We wrote you —, telling you about our Style Book proposition. Perhaps you did not receive the letter; a copy is enclosed." The wording of these notes, which were typewritten, varied somewhat, but this was the sense of them.

Third and fourth follow-ups of the same kind were used, and Mr. Maher says that more than 80 per cent of all the company's dealers ordered the advertising.

This, of course, is a remarkable showing, for probably not any

more than 80 per cent would have ordered the Style Books if they had been sent gratis.

The method of going after the orders for the advertising was at once simple and effective. The letter is strong and, with the return card, leaves no room for doubt on the proposition.

Most advertising men would have changed this letter, though, in the follow-up, and would have sent an entirely different letter each time. But in that little demand for courtesy—a few lines to the effect that the dealer had not answered the previous letter—there was more punch than most follow-up letters have. The very fact that a letter is a follow-up puts it at a disadvantage, ordinarily, but not so this letter, of a paragraph, enclosing a copy of the unanswered letter.

The Style Books, of course, were well worth the price charged, and more. They cost about \$30 per thousand, in large quantities, not counting the imprinting and the envelope. So the dealer really got a bargain at two cents each.

The imprint was put on the front cover, and the back cover was blank in the sample, but would be printed with an advertisement for the dealer without charge if he wished it and sent copy. This, of course, added pull to the proposition and made it worth more to the dealer after he had received it.

Perhaps, also, most of these dealers remembered the policy of referring orders, and maybe even one or more of those checks for trade discount, and figured that the Style Books really had not cost them anything after all. No dealer really wants to use advertising matter from a house which has crossed his grain, while he naturally has a friendly feeling toward the house which shows that it has his interest in mind in planning its advertising and sales policies.

What Cadillac Garment has accomplished with Style Books, any manufacturer can accomplish with any kind of effective advertising. The advertising, of course, must

be such as will appeal to the dealer, and must be offered in a way that will suggest its value to him. The price also, of course, must be within reason, possibly even a bargain.

Retailers in practically every line are interested in any sensible plan to increase their sales of any manufacturer's goods, providing, of course, that the line is not one that they would rather not handle. They do not expect manufacturers to sell all their stock and keep on selling it; they are willing to divide the effort or the expense with them.

A certain manufacturer has recently approached a number of his bigger dealers in the stationery and office-equipment field on a joint advertising proposition. These dealers were chosen because of their willingness to sell anywhere, and ship anywhere, and practically everyone approached was willing to run national advertising over his own name on a half-and-half basis. Several of

them will run this national advertising beginning with the first of the year.

The goods will be featured under their well-known trade names, and to all intents and purposes will be the manufacturer's own advertising except that it will appear over the dealer's name and the dealer in each case will answer all inquiries and fill all orders. Business, of course, will be created in the whole field of each publication's influence which cannot be traced to the magazine and will go through other dealers in each city, but the dealer will more than get his profit out of his sales effort on the orders he will get. The manufacturer will have less invested and will get nearly as much out of it, possibly even more out of it, than if he ran the advertising over his own name.

This is mentioned to illustrate the point just made that retailers are ready and willing to meet the manufacturer half way on any proposition that will make sales.

**The
George L. Dyer Company
42 Broadway
New York**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

Will Government Control Affect Railroad Advertising?

Quite Possible That Some Will Be Continued As Revenue Producing

WILL Government control of the railroads affect the advertising policies of the individual roads? While among the first suggestions as to Director General McAdoo's probable economy moves appearing in news dispatches from Washington was one that advertising and sales campaigns by the different roads would be first to feel the knife, as yet the railroads have no intimation regarding the Government course in this direction.

So far as soliciting passenger and freight business is concerned, it was pointed out to a PRINTERS' INK man by several railroad representatives that this feature of railroad competition has been practically at a standstill for some time, what with the roads up against it to get the freight through as it is, without crying for business of this nature. Freight solicitors have already been switched to other departments, among their new duties, for example, being that of seeing that consignees shall unload their goods as quickly as possible to release rolling stock.

As for passenger soliciting, with all hands urging the public to travel only under utmost necessity, and with the schedules facing continual reductions, this part of the railroad business has also been on the wane recently, the solicitors being switched to other executive departments where the war's inroads have been felt, many of them acting as passenger representatives for the troop trains, the Government usually requesting the presence of such an agent on these trains.

Under such circumstances, will the advertising of the railroads be regarded as superfluous by the new order? Railroad men confess themselves at sea on this point, and hesitate to commit themselves so soon in the event.

While in certain instances where the Government has taken over for the war the manufacturing plants of advertisers, it has given assurances that the executive personnel of the business would not be disturbed, and such concerns have continued to advertise, a railroad man made this distinction to the writer that in the case of the railroads the Government is guaranteeing them a fair return for their use, and may be therefore disposed to curtail all expenses that may be construed as superfluous.

Whether advertising will so be considered remains to be seen. One man reminded the writer that the Government for this same reason will also be interested in seeing that the railroads shall make as much money as possible. Therefore advertising that has been aimed to develop business, such as resort advertising, etc., not cut-rate excursions, but the summer or winter resort business, and also to keep its passenger trains capacity-full so far as possible, may be allowed to continue as a regular part of a railroad's legitimate business routine, so long as such business, naturally, does not interfere with war priority.

WILL GOOD WILL BUILDING BE
THOUGHT NECESSARY?

It is felt, however, that the big local campaigns for good will that some railroads have made a feature of their publicity work may be side-tracked for the time being, at least. Yet here again it was pointed out that control is not ownership, and that the sectional good will of the various railroads is a local matter, despite the temporary national emergency that calls for unified control. Whether the Government in this light will allow the separate roads to keep up this good will propa-



The "finish-'em-up" squad goes into action

—Exclusive photograph by Donald Thompson, of Leslie's staff (C)

Leslie's starts 1918 with a greater volume than ever before of advertising definitely scheduled for the new year.

To be exact, actual orders in hand are 16% ahead of last year's orders at this same time—and 1917 was the biggest year we ever had.

And this amount will be considerably increased by the placing of orders of a number of advertisers whose schedules have been temporarily delayed by war conditions.

Current editions, 490,000—and growing.

Leslie's

Illustrated Weekly Newspaper
Established in 1855

LUTHER D. FERNALD, ADVERTISING MANAGER

Boston NEW YORK Chicago

SALESMAN'S CORRESPONDENCE MANUAL

Among the Concerns
Purchasing Manuals
in Quantities are:

Van Zandt, Jacobs Co.
Hercules Powder Co.
Humphrey Heater Co.
National Lead Co.
Union Paper Co.
Standard Scale Co.
Colonial Steel Co.
Simonds Mfg. Co.
American Hosiery Co.
Wallace Mfg. Co.
Addressograph Co.
Westinghouse Lamp
Dutchess Mfg. Co.
Atlas Powder Co.
Marietta Paint Co.
Moller & Schumann
A. M. Byers Co.
Stronberg Carlson Co.
Taylor Instrument Co.
Clawson & Wilson
Ridgways Inc.
Kennedy Valve Co.
Foulds Milling Co.
Meinecke & Co.
Sinclair & Valentine
Globe Automatic
Sprinkler Co.
Bankers Supply Co.
Pittsburgh Water
Heater Co.
Anderson Motor Co.
Wilson-Jones
Green & Green Co.
Elec. Appliance Co.
Holtzer Cabot Co.
Skill Store Works
Palge Motor Co.

**"The Field Needs Such a Manual—
We Notice a Marked Improvement
in Our Salesmen's Reports Already."**

Wrote the sales manager of a large telephone manufacturing concern two weeks after he sent each salesman a copy of this new Manual.

Similarly the president of a well-known automobile company writes: "I read your Manual last night and immediately wired for extra copies for all our salesmen. I hope this will be just one of many Manuals you will get out."

A large manufacturer of woman's shoes writes: "Our salesmen will be a great deal more valuable to us after reading this book, I am sure. Please hurry the copies along."

Why does this Manual win such praise? Because it is built like a *Printers' Ink* article—concrete, down-to-earth, with a "how" suggestion in every paragraph. It appeals to the salesman, too. A Sheldon truck salesman writes: "One of the boys in the office told me you issue a peach of a book—here's my dollar—shoot it quick."

The Manual contains over 100 pages. It is pocket-size and neatly bound in boards. Among the subjects it covers are:

"The Value of Reports to a Salesman"
"Analysis of Good and Bad Reports"
"Information a Good Report Should Contain"
"Six Essentials of a Good Sales Letter"
"How to Test a Letter in Advance"
"Helping the Advertising Department"
"Letters About Credits"
"How a Salesman Can Help His Customers"

Single Copy Price—\$1.00—Sent on Five Days' Approval

Special Offer!

If you are a sales executive and interested in literature for developing salesmen, we will send you a sample copy of this Manual for examination. This sample may be either returned for credit, applied on subsequent order, or purchased outright for \$1.00.

J. C. ASPLEY
THE DARTNELL SALES SERVICE
608 So. Dearborn St., Chicago

Rev.
copy

NEWS-BULLETIN FOR SALESMEN

The following information has been sent to us as being of special interest to the members of our Sales Service. In addition to giving you an insight into what others are doing, you may also find in it ideas and suggestions which can be applied to your work.

Subject:

WHAT OUR SALESMEN LEARNED AT PLATTSMOUTH

No.

It has been estimated that in the neighborhood of 25% of the successful candidates for officer's commissions have been men with selling experience. Salesmen, the army examiners say, rank high in physical and mental qualifications. They understand human nature. But there is one point on which they are weak -- the third qualification under section IV of the rating card.

by charting their progress the necessary idea. This under "Zealousness" "Voice" "Character".

(4) Freedom from General Helpfulness at many salesmen advice for a man who in life, it is;

The second officer's physique, quick time of joining the line standpoint, but never had to almost suggestions. He was

his sales manager. If I don't succeed I spent for I have had the next time our ideas of things

their salesmen are floor reserve camps return. They will ship -- regard for organization.

are weak on points not. Then reports are wanted -- not as good of the or". We must understand organization is no same tests apply.

"I recalled a Tip in Last Week's Bulletin and Finally Landed His Order for Two Jobs, Amounting to \$100.00 Worth of Stuff."

This is an excerpt from a report sent in by a Lucas paint salesman. It shows how our Weekly News-Bulletins help salesmen—how they might be able to help your salesmen.

These News-Bulletins should not be confused with stock "ginger" talks. They are educational. Each bulletin is built on an item of current news interest, or on an actual story of sales accomplishment. It holds the same interest for your salesmen, as a Printers' Ink article holds for you. Different Bulletins are issued for different groups of businesses.

Your salesmen will enjoy these Bulletins. They enlarge his viewpoint, prevent him from falling into a rut, and stimulate original thinking. A few titles of typical Bulletins:

- "Selling the Inquiry That Can't Be Sold"
- "Locating the Orders That Are Slipping Away"
- "The Larger View That Makes Big Sales Possible"
- "Turning Objections Into Reasons for Buying"
- "Selling the Thing You Have for Sale"
- "Salesmen Who Have Made Good—and Why"
- "Test Shows Relation of Calls to Sales"

Every Saturday enough Bulletins for all salesmen (or a master copy if you prefer) is mailed to each subscriber to our Monthly Sales Service. This Service also includes three other equally good features, which space will not permit describing here. The price of this complete service, including supply of Bulletins, is less than it would cost you to multiply the Bulletins alone!

WE WOULD BE GLAD TO TELL YOU MORE

Special Offer!

Ordinarily these News-Bulletins are not sold except on subscription. For demonstration purposes, however, we will send to sales executives only ten picked bulletins, including those listed above, put up in loose-leaf binder, for \$2.00.

J. C. ASPLEY
THE DARTNELL SALES SERVICE
608 So. Dearborn St., Chicago

A Few of the 250 Concerns who use these News-Bulletins:

U. S. Tire Co.
Stanley Works
Chalmers Motor Co.
American Radiator
Beaver Board Co.
United Drug Co.
Robt. H. Ingersoll
Fuller-Morrison Co.
Westinghouse Lamp
Ingersoll-Rand Co.
Berkey & Gay
Libby, McNeil & Libby
Pillsbury Flour Mills
Francis H. Leggett
Simonds Mfg. Co.
Elliott-Fisher Co.
F. A. Patrick & Co.
Adams & Elting Co.
Firestone Tire Co.
Rice & Hutchins, Inc.
Geo. E. Keith Co.
Wilson & Company

ganda against peace times, is nevertheless a matter of speculation.

Whatever comes of the situation, it is not believed probable that the advertising departments of the companies will be disturbed. In the first place, a large part of their work is the preparation and publishing of time tables, information bulletins, etc., and in this capacity are indispensable to the roads. Furthermore, it was suggested that it has been their forte in the past to act as sort of intelligence offices and information bureaus, and that under the possible confusion that may arise by the adjustment to new conditions these services will be still more important as a public function.

In the meantime one railroad, at least, is planning to continue as usual with its advertising campaign, unless word should come to the contrary, and while it is too early to learn the sentiments of other important advertisers in this field, it is quite possible that this will be their course as well. Beyond traffic route control and financial supervision it is possible that the separate companies will continue to regard themselves as individual entities, and proceed in their administrative and executive functions as for an eventual return of the *status quo ante*.

Greene Goes to Cleveland Club

Edward L. Greene has been appointed secretary of the Better Advertising Bureau of the Cleveland Advertising Club, effective January 1. He was formerly secretary of the same department of the Advertising Association of Chicago.

Grape Juice Company Changes Name

The name of the Puritan Food Products Company, of Chicago, maker of Red Wing grape juice, has been changed to the Red Wing Company, Inc.

Shredded Wheat Sales Go Up

The sales of the products of the Shredded Wheat Company, according to the New York *Journal of Commerce*, showed a ten per cent increase in 1917 over 1916.

Seeks to Amend "Drop Letter" Provision

In certain cities such as New York where advertisers have been restricted in their employment of the drop letter rate of two cents as fixed by the War Revenue Act, there will be interest in a bill (H. R. 6972) introduced in the U. S. House of Representatives by Mr. Swift. This bill would amend the Revenue Act by inserting a definition as follows: "The term 'drop letter of the first class' as used in this section means any letter of the first class mailed within, and for delivery within, any part of the territorial limits of any incorporated city of the United States."

Laurance Armour Joins Army

Laurance H. Armour, vice-president and member of the board of directors of Armour & Company, has resigned to accept a commission as first lieutenant in the United States Army, according to an announcement made last week at the annual meeting of the board of directors. At this meeting the following officers were elected: President, J. Ogden Armour; vice-presidents, Charles W. Armour, Arthur Meeker, Robert J. Dunham, A. Watson Armour, F. Edson White, E. A. Valentine; George B. Robbins; treasurer, Frederick W. Croll; secretary, G. M. Willets.

Gauss With "Woman's World"

Frank L. E. Gauss has been appointed advertising director of the *Woman's World*, of Chicago. Lately he has been associated with the Ivan B. Nordhem Company, New York, and before that was president of the Sterling Gum Company. Until about three years ago Mr. Gauss was in the periodical field, having been connected with *McClure's*, *Collier's* and the Leslie-Judge Company. He was general manager of the last named company.

To Conduct Florists' Advertising

The Society of American Florists has placed the P. F. O'Keefe Advertising Agency, Boston, in charge of its advertising. A campaign will be conducted in 1918 in the magazines.

The O'Keefe Agency has also closed the account of the Davol Rubber Company, Providence, R. I., and that of the Penn Metal Company, Boston, Mass.

Cronkhite Goes to Dalton Adding Machine Co.

Richard R. Cronkhite, a member of the staff of Critchfield & Company, Chicago, has become district sales manager, in charge also of advertising and foreign sales, of the Dalton Adding Machine Co., Norwood, Cincinnati, Ohio.

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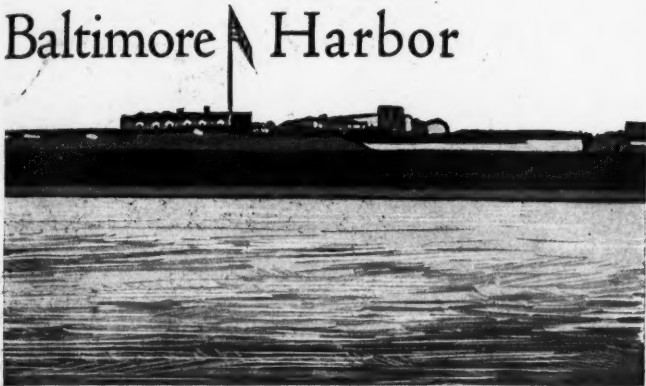
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"The Star-Spangled Banner"

WAS WRITTEN IN

Baltimore Harbor



Partial view of Fort McHenry from the water side. "The Star-Spangled Banner still waves"

IT WAS during the bombardment of Fort McHenry, September 14, 1814, that FRANCIS SCOTT KEY, prisoner on a British man-o-war, wrote his immortal song. Surely that welcome glimpse of Old Glory, "gallantly streaming" over the historic Baltimore fort, was the ideal setting for the birth of our national anthem!

Fort McHenry is still here. The Star-Spangled Banner "still waves" from a tall mast on the identical spot from which it sent out courage and inspiration to Francis Scott Key.

Baltimore, during the War of 1812, was a city of 50,000 population. Today, one Baltimore newspaper has a strictly local circulation nearly twice as large as the entire population in 1812! This one paper furnishes the means of effectively carrying your message into nearly all of Baltimore's approximately 90,000 white and English-speaking homes.

For Greater Baltimore Business use

The Baltimore News

Net Daily Circulation for November 95,719

Net Sunday Circulation for November 98,931

DAN A. CARROLL
Eastern Representative
Tribune Building
New York

Frank A. Webb
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago



**We desire to
Inaugurate
policy to
National Selling
of Easter**

CHICAGO

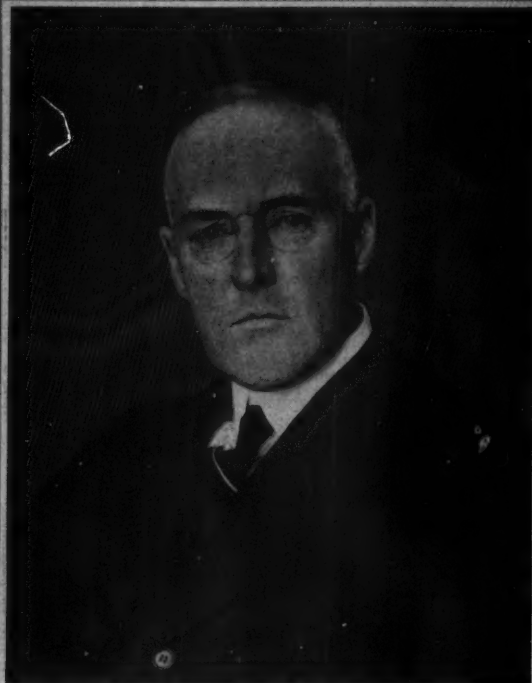
THOS. CUSAC CO.

to announce the
turn of our
to act as
representatives
ster Advertising

os. (usa) Company NEW YORK



—wishing you a prosperous New Year



BUILDERS *of* AMERICAN BUSINESS

**A. C. BEDFORD, CHAIRMAN OF THE BOARD OF DIRECTORS
STANDARD OIL COMPANY OF NEW JERSEY**

"I consider **SYSTEM** a well edited magazine, and its concise articles on business topics have proved of benefit to many of our executives."

A. C. Bedford

NUMBER CXVII in the series of portraits of readers of **SYSTEM**

It Takes a Brave Man to Hoard an Advertising Dollar

That Is, He's Brave, If He Looks Squarely at the Consequences of Stopping Advertising and Then Says "I'll Cancel Certain Contingencies That Ensur-

By J. J. Rockwell

Advertising Counselor, McGraw-Hill Pub. Co., Inc., New York

[EDITORIAL NOTE: No good advertising man would say that advertising should never be stopped. When present necessities clearly outweigh the consideration of future sales, advertising may have to go by the board. But the weighing should be accurately done. The following was written to a certain machinery house, but it might well be addressed to advertisers generally.]

WE are advised that it is the policy of your company to discontinue advertising activity indefinitely. The reasons for this being that the capacity of your plant is oversold, that your factory is several months behind in deliveries and that the demand for your product promises to continue abnormally active for some time to come.

This, of course, is a condition now common to probably the majority of manufacturers and one which is complicated by the relative shortage of raw materials, labor, and transportation facilities. A condition consequent upon the enormous industrial demands developed by the war.

That this unprecedented condition of trade justifies the elimination or restriction of methods to educate the market or fortify the potential demand is at least debatable and from the point of view we have mentioned, such restriction may prove to be a false economy attended by the most serious results for American manufacturers individually and collectively.

Advertising is, of course, one of the most important and widely used means in the education of a market and in the crystallizing of potential demand.

Where its employment is eliminated or is restricted to a point at which its power of impression is negative and ineffective, we believe that such restriction is

chiefly due to the rather prevalent idea that the chief if not the only value of advertising lies in its use as a weapon of competition between makers and sellers of the same kind of products.

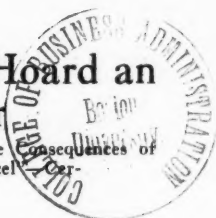
For example, as between individual makers of turbines, or as between individual makers of kid gloves.

A second, and we believe equally badly founded idea, is that advertising is valuable only as it produces sales *concurrently* with the advertising; that the value of the advertising of last year and the year before is a worked out asset and that so far as advertising affects sales, the sales of next year will result only from the advertising of next year.

To maintain the validity of this idea would be, it seems to us, about as easy as it would be to maintain that the present condition of your business has not been affected by the policies and methods you have pursued for years, but is solely the result of your activities during the current year.

It would be equivalent to maintaining that a man could successfully build a wide circle of friends by an effort to make himself agreeable only when he needed friends and by snubbing and neglecting his acquaintances when he chose to do so.

It would be equivalent to maintaining that a firm which had sustained for several years the reputation of making an inferior quality article could within any current year achieve as fine a reputation for superior quality as that enjoyed by a firm which had for years been furnishing a superior quality and that the first firm could do this by simply within any current year making as good a



quality as the second firm which had for years enjoyed a superior reputation for quality.

The simple truth is that the value inherent in advertising for any business is a cumulative *continuing* value. And that time, persistence and non-interruption are just as essential to the successful use of advertising as these factors are in connection with a company's general policies, its maintenance of quality, and its reputation for service.

In this connection we frequently hear the statement that "the only function of advertising is to sell goods."

In a sense this statement is correct. It is only correct, however, in the sense that it is equally true of any other factor in a business.

In that narrow sense it may be said with equal justice that the only function of your factory building, of your accounting department, of your engineering department, of your own executive direction of the business—is "to sell goods."

Every business as a whole is nothing more or less than a composite salesman and the fundamental purpose of the whole business which, of course, includes every part of it, is to sell its products or services in such a way as to make a profit. Every part is simply a means to the same end.

A much clearer and more exact definition of advertising would be that its function in a business is to "insure the possibility of making sales." That may sound like the same thing, but is in reality very different.

A market for a product (a demand, desire, or need, with buying power) may exist in the absence of sales, but sales cannot be made in the absence of a market.

An inquiry for a product is a possibility of sale, but it is not a sale.

A market (a demand, desire, or consciousness of need) may be made for a product by advertising (education), but the existence of a market does not necessarily make sales.

We see this difference clearly

illustrated by the difference between those types of salesmen which we call "good educators" or "missionaries" and those who are good "closers." One makes a market. The other makes sales.

Advertising makes a market. That market is developed into sales only by the application of sales power—the "closer."

Our definition then that the function of advertising is "to insure the possibility of sales" means simply that advertising makes a market (creates a demand, desire or consciousness of need by an educational process).

It is at this point that we see the relation to this subject of the first fallacious idea we mentioned above, viz., the idea that advertising is chiefly valuable as a weapon of competition between sellers of the same kinds of products.

It is through the impulse to action in restricting market promotion based upon this idea that consequences serious to many lines of manufacture may follow.

The competitive force of advertising or market education is a factor not only as between manufacturers of the same kinds of products but also as between manufacturers of products of different kinds but effective for the same uses or purposes or to answer the same fundamental needs.

And to a much greater degree.

Your competition in the sale of turbines is not alone from other makers of turbines, but is also from the makers of every other type of engine which may be used as a prime mover or for auxiliary power. It is from the maker of the gasoline engine—the oil engine—the Corliss engine—as well as to a certain extent from the central station power plant, which aims to eliminate the operation of individual power plants.

The very fact that you and other makers of turbines are loaded with business beyond your capacity to supply tends to cause the users of power to turn to other means of power supply—to


(Continued on page 44)

"THIS war might have been ended with an Allied victory before Christmas Day," says Wythe Williams, the noted war correspondent, in his article, "The Battle of 1917." It might have ended if—at a crucial moment—a few French politicians, frightened at their first sight of blood and steel, had not become panic-stricken and halted the victorious Allied armies.

This article tears aside the veil of the censor and reveals one of the vibrating inside facts of the Great War. In the January 5th issue of—

Collier's
THE NATIONAL WEEKLY

More than a Million Every Week



MCCLURE'S

THE big job, here and now, for every man, woman and child is to help our country win the war. McClure's Magazine intends to put into practice at once a policy that means exactly that—to help our country win the war. Not by working along old lines with slight changes here and there as we go along—but by meeting conditions as they exist today, and by pledging unselfish devotion to this cause which we know is right.

We realize that this is what every true American wishes to do, at home and abroad, as long as the war lasts. Just how to act today

in order to be of the greatest possible help in the immense business fabric of this nation is an individual problem. The McClure house has already taken certain definite steps. It has cleared its decks for action and wishes to be judged by its work. We have placed our shop on a war basis. This means not only the elimination of all plans and expenditures that are not absolutely essential to the continued conduct of the McClure house as a practical commercial enterprise, but it means in the absolute sense a strict concentration of all of our time and energy and resources on those things which will help our country win the Great War.

McClure's Magazine, because of its history and general character, can be, in such times as these, transformed into an essential win-the-war magazine. It can become a powerful patriotic force. It can accomplish this, however, only by eliminating all selfish motives. The owners of this property have

made such a pledge and will keep faith with the American people.

Briefly, the editorial program for McClure's beginning with the March number will be as follows: The pages of this magazine, so long as the war shall last, will be dedicated to the job of helping the boys in France win the Great War by encouraging, strengthening and inspiring the men and women who stay at home. It will be McClure's plus all of the virility and appeal that come through its devotion to this great international issue.

As to Advertising

We believe that such a magazine does not need and should not have the conventional type of personal advertising solicitation, and we have acted in accordance with this belief in reducing our advertising staff to a minimum. We do believe, however, that such a magazine which deals exclusively with the subjects which are en-

grossing the mind and heart of the largest number of intelligent people at this time, deserves and will get advertising support. We base our claims for advertising consideration not alone on the ability of McClure's Win-the-War Magazine to benefit the particular business that advertises in its pages, but the ability of such a magazine to benefit all business by its very existence in these critical times.

There will be no change in the administration of our advertising department nor in the advertising rate nor in the circulation guarantee.

The MCCLURE PUBLICATIONS, INC.

25 West Forty-fourth Street
New York

FRED. E. MANN

Western Manager

KESNER BUILDING, CHICAGO

GUY F. MINNICK

Advertising Manager

25 WEST 44TH STREET, NEW YORK

fix their habits in the use of power in a channel away from your kind of product—and to stultify the potential market for your product, which would otherwise naturally exist after this abnormal condition has passed.

For your goods to be "off the market" urges the potential buyer to seek other products. For you to be out of sight and out of mind of the market at the same time intensifies that urge.

Consider this point from a view at the market for products in other lines.

The scarcity of steel gives to producers of lumber a golden opportunity of winning the public back to the use of wood for construction purposes. Lumber products are being advertised and merchandised to-day to an extent never before approached.

The steel producer, of course, does not feel this competition under present circumstances, but the chances are that when he again seeks the structural market he will find part of that market gone.

The buying habits of that market will have been changed to the steel producer's disadvantage.

Can anyone doubt that the present campaign for transporting freight in motor trucks which is being urged even by the railroads themselves, will lead to an eventual development of this practice which will inure to the benefit of truck makers and the relative disadvantage of the railways?

The public is being educated to a belief in the advantages of substitute materials for leather.

When the leather maker wants his market back, will he not have to fight for it? Does he gain or lose by *keeping quiet now*? If the educational influence is left entirely to the substitute material for a period of months or years, has not the substitute maker gained by that much?

Greater effort and greater expenditures *later* by the leather manufacturers may help, but they can not replace *lost time*.

As a people, we Americans have had cause to learn that not even limitless money can replace

the value of foresight or buy lost time.

What effect on the permanent silk market will be caused by the increasing use of synthetic silks and mercerized fabrics?

If the silk maker will be forced to seek new uses and new markets, had he not better start as soon as possible?

Will not the present urge to use more fish and less meat, more corn and less wheat, more syrup and less sugar have a powerful effect for years to come if not permanently on the markets for all of these commodities?

The buying habits of a market are as powerful factors in trade as are personal habits on individual character. If American manufacturers stop or restrict their efforts to educate, control and hold to their own advantage, the buying habits of their present and potential markets, will there not be such enormous changes in the currents of demand as to leave many industries and many individual manufacturers "high and dry" after the present storm is over?

Assuming that your interest in this subject may have been sufficient to carry you through this long letter, you may possibly be interested in the inclosed clipping embodying a statement by Mr. O. C. Harn, which we think is illuminating in this connection, also in the marked paragraph on page 4 of the inclosed copy of PRINTERS' INK, quoting from Mr. Clive Runnells, vice-president of the Pullman Company.

We particularly call to your attention Mr. Runnells' statement that "to assert that advertising is unnecessary just because a business is paying dividends *now* is simply to argue that no one need concern himself about future earning power if the business is doing 'pretty well' at present."

Regardless of any question of business between your company and ourselves, we would much appreciate your comments as to the fundamentals of the situation, which we have endeavored to cover in this letter.

"Bigger Crops" an Advertising Opportunity for Implement Maker

How Hayes Pump & Planter Company Outdistanced Bigger Competitors and Gained Strategic Advantage for War-Time Market

THE president of a large Chicago corporation, doing an annual business in excess of \$100,000,000, asked to sum up briefly the principle most important in the company's success, once replied, "Thinking ahead, calculating to keep conditions in our hands—and not on them."

It is this business fundamental, expressed by advertisers as a whole, that you find emphasized in the outstanding examples of business success. They adopted advertising for business insurance and now during war-time disturbances find their advertising paying increasing dividends. It is this same principle which causes farsighted advertisers now to redouble their advertising effort in improving their advantages or in preparing for future changes of the market.

One of the most timely illustrations of this far reaching policy is the campaign of the Hayes Pump & Planter Company, of Galva, Ill., in the farm-implement field in behalf of the Hayes corn planter. Beginning this month, the company is launching a broad campaign, not only to continue its policy of good will accumulation, but to capitalize upon the increasing farmer interest in corn as a war crop. To this end pages and double-page spreads will be used in a compact list of about sixteen agricultural publications covering the corn-belt states. Additional advertising will be used in implement trade-papers. This campaign is being launched despite the fact that the company now has more business on its books than ever before and more orders in sight.

Seven years ago the company was on the business defensive. In the years since then, consistent advertising investments have enabled it to outdistance a number

of bigger competitors and to establish its corn planter as one of the leaders in the field. The problems and conditions involved in this development make an interesting story. Perhaps there are some points common in the Hayes problem and that of manufacturers in other fields.

The Hayes Pump & Planter Company was successful before it began to advertise. Its success as a matter of fact made advertising all the more necessary. In 1887, the company began to manufacture a corn planter. The planter embodied certain patented features and was modeled along original lines. As with all manufacturers selling through exclusive dealer agencies, the company's production was entirely in the hands of its dealers. Manufacturers in other lines, could in a measure speed up selling efficiency by the proper education or selection of their dealers. In the farm-implement field, however, dealers are limited in number and sales promotion is largely a matter of obtaining good ones. For the favor of these dealers a sharp contest is constantly waged among a dozen or more big manufacturers of general implement lines, including everything from tractors to left-hand plows.

CONCERTED COMPETITION AND SELLING COSTS

Several years ago, a manufacturer of a farm-implement specialty, for example, an ensilage cutter approached one of the leading dealers in a live farming town and endeavored to establish his specialty.

"Why take on your ensilage cutter," argued the dealer. "Here I have the exclusive agency for the Sampson line of implements, ensilage cutter included. The line is old, well established and more

THE BALTIMORE SUN

MORNING ————— EVENING ————— SUNDAY

PUBLISHED MORE THAN
16¹/₄ Million
Lines of Paid
Advertising
DURING THE PAST YEAR

This is an increase of more than a million and a quarter lines over the record for 1916, and almost four and a half million lines more than was published in 1915, 2 years ago.

Total advertising 1915.....	12,008,276
Total advertising 1916.....	15,126,417
Total advertising 1917.....	16,389,510

Paid Circulation

Average for month of December 1917

Daily.....	175,640
Sunday.....	107,295

***It Pays To Advertise In
The Paper That Is Growing***

petition was incidental and dealer interest a matter of course, if strong consumer advertising was used in directing the buying interest of the farmer in the Hayes planter.

It was on this conclusion that the company seven years ago set aside a part of its profits for business defense. Since that time the company has consistently re-invested a percentage of its sales for future business development. The policies behind the advertising are illustrated in the campaign just starting, and should be interesting to other businesses concerned with business building principles.

The campaign this year ties up closely with the importance of growing bigger corn crops and makes the point that the work of a Hayes corn planter increases the yield. "Help America Harvest a Mighty 1918 Crop," is the heading of one ad. "America expects every corn grower to produce a maximum crop this year," reads the copy. "The nation needs every bushel! It is your duty as a progressive farmer and citizen to use equipment that will guarantee best results!"

With this patriotic appeal and good will stimulation, the company reasons, however, that the best good will advertising is that which sells the goods. On this principle most of the advertising carries a decided reason-why appeal. This is illustrated by one advertisement headed "Bigger Corn Crops," which goes on to point out how maximum corn crops are possible and why the Hayes planter should be purchased. The copy emphasized the point that the Hayes planter "plants like human hands," and thus prevents "bare spots" in planting. "One little bare spot looks innocent enough," explains the copy. "But think! Only one bare spot in every twenty hills means one acre in every twenty a total loss. On that basis, over 160,000,000 bushels of corn were lost by American farmers last year—enough to put a Hayes corn planter on every corn-growing farm in America. Your share

of this staggering loss was in proportion to the acres you planted. What are you going to do to prevent 'bare spots' and 'crop loss?' The copy then goes on in reason-why fashion to explain mechanical advantages of the planter, such as "even depth" planting, and the fact that a "trot" planted field cannot be told from a "walk" planted field, and urges the farmer to see the implement at his dealer's store.

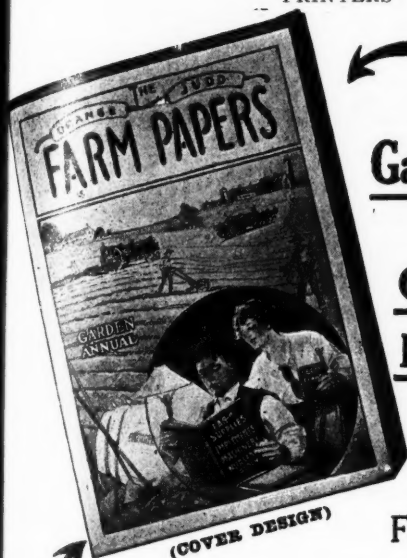
While an interest stimulating feature in the shape of a "corn planter book" is played up in the campaign, the value of the advertising is not gauged by the number of inquiries received. Inquiries, as the company sees them, can be obtained any time by offering special discounts or long time credits. On the other hand, when distribution is established, the farmer prefers to go to his dealer for information.

CONSUMER ADVERTISING HOLDS DEALER INTEREST

The important fact to other manufacturers is the interest this kind of advertising has developed among dealers carrying general implement lines. One of the two leading dealers in a thriving Indiana farming town, in looking over advertising from last year's campaign, expressed to a PRINTERS' INK representative, some marked opinions regarding farm implement advertising.

"The kind of advertising that interests implement dealers," asserted this merchant, "is the advertising that helps him sell goods. The trouble with too many implement manufacturers is that instead of making their implements more salable, they place too much of the selling responsibility upon the dealer. Nowadays, when I decline to stock an implement specialty it's because I'm not sold on the possibilities of increased sales.

"When I see a well-advertised implement specialty I am interested, because a dealer with half an eye to business cannot afford to push every implement in a general implement line. One man-



(COVER DESIGN)

The 14th Garden Annual

Issue of

Orange Judd Farm Papers

Appears the
1st Week of March

Forms Close

February 18, 1918

IT is the regular issue of March 1 for the semi-monthlies: *Northwest Farmstead* and *Southern Farming*, and the issue of March 2d, for the weeklies: *Orange Judd Farmer*, *American Agriculturist* and *New England Homestead*, but greatly enlarged, with a wealth of appropriate text matter and illustrations, making it a veritable calendar of reference. The best known general, as well as agricultural advertisers, have used it for years, and have found that extra large space always pays in the *Garden Annual* issue.

Write for prospectus, telling all about it—the leading articles by famous authorities which make our *Garden Annual* intensely interesting to our readers, and therefore valuable to our advertisers.

505,000 Circulation Guaranteed

distributed as follows, reaching, each in their respective zones, the farmers who are making, and spending, the *most* money:

NORTHWEST FARMSTEAD, Minneapolis	-	110,000 CIRCULATION
ORANGE JUDD FARMER, Chicago	-	140,000 CIRCULATION
SOUTHERN FARMING, Atlanta	-	75,000 CIRCULATION
AMERICAN AGRICULTURIST, New York	-	125,000 CIRCULATION
NEW ENGLAND HOMESTEAD, Springfield, Mass.	-	55,000 CIRCULATION

Send in your order NOW—direct or through your agency

ORANGE JUDD COMPANY, Publishers

Members of the Audit Bureau of Circulations

Headquarters, 315 Fourth Avenue, New York

Northwestern Office
6th Floor Onelda Bldg.
Minneapolis, Minn.

Central Office
30 No. Michigan Ave.
Chicago, Ill.

Southern Office
Forsyth Bldg.
Atlanta, Ga.

Eastern Office:
Myrick Bldg.
Springfield, Mass.

Business in 1918

In any forecast of business in 1918, certain great facts stand out.

1. *We must win the war.* The interests of government and of business are identical.
2. Government needs, although great, can absorb but a small percentage of the vast total potential output of our factories.
3. *The major portion of American plant capacity must either lie idle, or be applied to domestic uses.*
4. The chief present limitation to industrial activity—congestion of transportation—seems likely soon to be greatly lessened, thus largely solving the problems of fuel and many basic materials.
5. *Business must earn money to maintain the credit of the nation.*
6. Shortage of labor must be solved by enabling fewer men to do more work.
7. The most effective method is encouraging labor to earn as much more money as possible—to devote the major portion of its surplus earnings to Government investments and war charities, and to apply the rest to any wholesome purchase of merchandise.
8. *Earning is more potent than saving in producing that wealth.* In three years of high

earning and large spending preceding June 30, 1907, individual deposits in banks increased \$3,000,000,000. In the following year, one of small earnings and rigid economy, deposits decreased \$300,000,000.

9. The best means to obtain revenue for the Government is to stimulate increased earnings of labor and capital and to take the revenue from these earnings.

10. *There is room for all the new Government activities and for normal volume of business if we have the will to make it so.*

11. The man who shirks and abandons his markets harms himself and weakens the whole business fabric. The man who maintains firmly his markets and his faith in the soundness of American business performs a patriotic service.

12. *Business for 1918 is likely to be what the business men of America will to make it.*

* * * *

The foregoing is a series of brief extracts from a 16-page pamphlet entitled "Business in 1918," just issued, after a thorough investigation, by The Curtis Publishing Company. Copies may be obtained upon request addressed to

THE CURTIS PUBLISHING COMPANY
INDEPENDENCE SQUARE PHILADELPHIA

ufacturer may have a good line of plows and a poor corn planter. If a dealer wants to draw and hold trade, it's up to him to feature salable implements. It's good business because it increases turnover and profits."

The attitude of this dealer is not accidental. Instead of neglecting dealer interest, a mistake of many consumer advertisers, the Hayes company appreciates that a greater volume of business might be won by pointing out salability and demand coming from the consumer advertising. To this end the farm implement trade-papers are used. The advertising avoids technical descriptions of mechanical features and emphasizes profits.

One of the important developments in the advertising of the Hayes Pump & Planter Company, a development interesting to manufacturers with a large number of lines, is that the company has never become a victim of a variable market. The advantage of this stand on the part of the company when competitors were complicating their lines with "selling features" was indicated at the recent convention of the National Implement & Vehicle Manufacturers' Association, at Chicago, when two implement manufacturers were discussing the benefits to be obtained in the standardization of their lines.

"With the Government parceling out steel," said the first manufacturer, "it would seem that the long needed standardization of implement lines is about to be realized. We manufacturers will have to stop trying to out-feature competition and stop trying to please the demands of certain districts for different types of implements."

"But," asked the other manufacturer, "how eliminate implements popular in certain localities without playing into the hands of a competitor?"

The discussion of these two manufacturers is interesting, not that it presents any new problem, but that it confirms the advertising foresight of the Hayes Pump

& Planter Company in standardizing its lines when other manufacturers were deliberately complicating theirs. Instead of attempting to meet competition by changing models and adding selling features, the company opened the advertising throttle and not only satisfied local preferences, but actually created them.

That this advertising foresight was sound, is proved, not alone by war-time tendencies toward standardization, but by the company's improved control over competitive conditions and consequent business development. One evidence of this is the highly interesting fact that the company last year chalked up a 55 per cent increase in sales after thirty years in the implement field. Sales, of course, were the essential feature of the campaign, yet businesses regarding advertising as a mere factor in selling have something further to draw from the advertising of this company. It will be observed that the advertising developed other factors before these sales were possible. One of these factors is that in face of keen competition, the company has been able to develop a selling organization of 2,000 strategic dealers from the limited number of implement outlets. Again, by advertising, the company's advertised standardized line is not a victim of local market ideas for various types of implements that increase costs and cripple maximum production.

Looking now to the increasing importance of corn as a war-time food, the company proposes to develop its advantage further by continued advertising. Bigger crops in the face of diminishing farm labor indicate to the company an opportune time for implement advertising. With implement production regarded as an essential industry, prospects are encouraging for priority in steel supply. Under the circumstances, it would seem that there is no time like the present for other manufacturers to tap the possibilities of the market and build future business by advertising to the farmer.

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Called to the Cantonments

GENERAL ORDERS! Special Orders! Orders of the Day! Every officer and every enlisted man in the new selective army must be kept advised as to exactly what is expected of him every hour of every day. This involves an enormous amount of mimeographing and other forms of duplicating.

ACME Mimeograph Paper

Meets every Requirement of the Government

Car load after car load of Acme Mimeograph is being used to feed the busy little machines that grind out orders at the cantonments.

Clear, white, uniform, specially sized to insure instant drying without blurring, Acme Mimeograph is proving its worth in the biggest business under the sun.

Samples on Request.

THE WHITAKER PAPER COMPANY
CINCINNATI, OHIO

Detroit

Atlanta

Birmingham

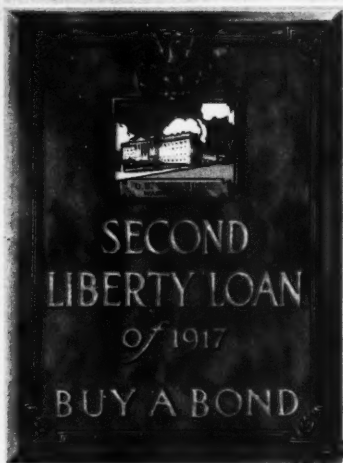
Bay State Division, Boston

Smith, Dixon Division, Baltimore

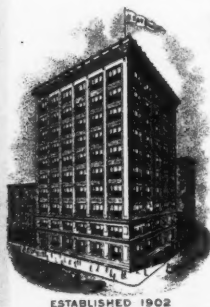
New York Office—Astor Trust Bldg.

Chicago Office—Continental and
Commercial Bank Building





THE AFORESHOWN ILLUSTRATIONS ARE REPRODUCTIONS DESIGNED AND PRINTED BY THIS COMPANY. OUR YEARS OF EXPERIENCE IN THE STUDY AND PRACTICE OF LITHOGRAPHY, WORKING FOR LEADING ADVERTISERS AND PUBLISHERS, MAKES US PARTICULARLY WELL PREPARED TO SERVE OTHERS. WHILE A FAIR EXAMPLE OF OUR WORK IS SHOWN HERE, WE INVITE THE INTERESTED READERS OF PRINTERS' INK TO WRITE US FOR SAMPLES AND FURTHER INFORMATION.



Heywood Strasser & Voigt
LITHO. CO.

9TH AVE. & 26TH ST.
NEW YORK

THIS BLDG. OWNED BY US DEVOTED ENTIRELY TO THE GRAPHIC ARTS



September 21, 1917.

Messrs. Heywood, Strasser & Voigt,
86th St. & 9th Avenue,
New York City.

Dear Sirs:-

We were so well pleased with the October Classic that we feel that we must write and tell you so. We were highly pleased with its appearance. The cover is one of the finest pieces of color work that has ever appeared on any newstand. You have reproduced our painting faithfully, bringing out all the delicate tones and harmonies of the original.

We are getting letters by the hundred commending the beautiful appearance of this magazine and everybody says that it is the handsomest publication on the stands at any price, yet we are only asking 20¢ for it.

Not only do we thank you for your excellent work, but we congratulate you.

Very truly yours,

MOTION PICTURE CLASSIC,

W. V. Lindsey
Managing Editor.

1892 — 1918

Breadth of Vision

IN this series of advertisements we have been talking about the necessary attributes of the efficient advertising and merchandising agency—and somehow the application of it all to this concern drifts back to the prime essential of Experience.

The "relativeness" of values is strongly apparent here, and we find the true worth of Counsel, Imagination, Resourcefulness, Versatility, etc., measured by your Experience.

So it is with our Breadth of Vision. But the purpose of this presentation is to emphasize the multiplicity of our experiences, as well as their thoroughness. No matter what your proposition may be, we've had *something* to do with *something* like it or similar to it.

Ours is a Breadth of Vision resulting from a varied contact—a vision made broad by that comprehensive sweep of sales effort which includes practically everything that people need and buy.

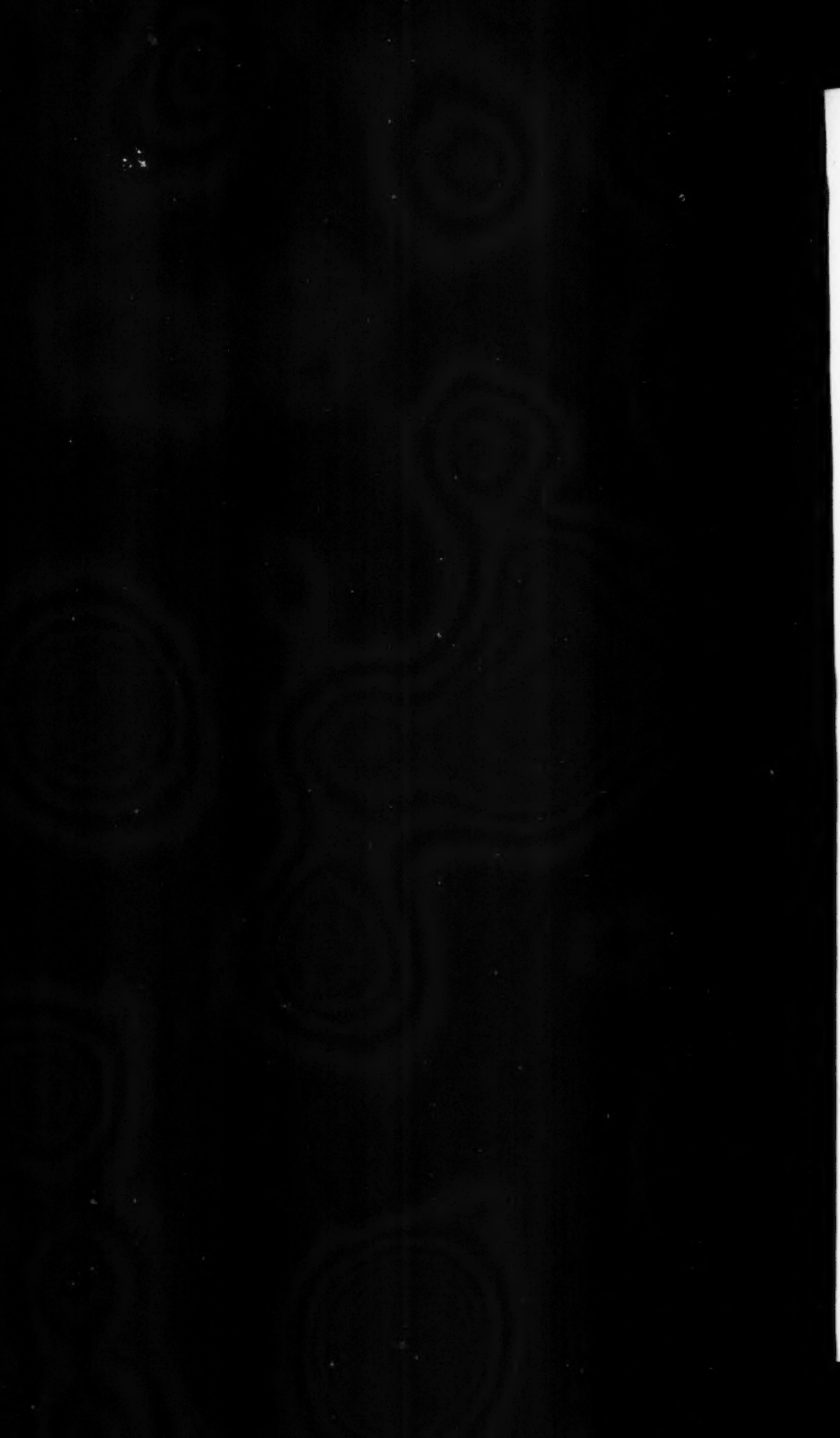
It is this inspirational Breadth of Vision which makes our service as valuable as does the execution of tasks in hand. We ask you to learn about it—to see what it can be made to mean to your business.

*Write for booklet, "The Efficient
Simplicity of a Great Service"*

CRITCHFIELD & COMPANY

Brooks Building, Chicago

New York Boston Minneapolis Detroit



A Trip Through the Westinghouse Department of Publicity

How It Is Organized to Enmesh with the Many Departments of the Corporation It Serves

By Henry A. Beers, Jr.

AFTER I had finished my trip through the Department of Publicity of the Westinghouse Electric & Manufacturing Co., at East Pittsburgh, recently my first thought was: "Now, I'll go back to the hotel and make a diagram of it. It's a model."

But when I started to do so, I gave up. What was the use? Larger in itself than many manufacturing plants, it had a fine scheme of organization. But it wasn't a model for any other manufacturer in the world. It had grown with the company, adapting itself and shaping itself in conformity with its company's needs. No other manufacturer could use a blue print of this department's interrelations and a lifeless diagram would be of small value.

For you can't diagram this department's organization and give an adequate understanding of the most important fact I noted: the way all its work enmeshes with the other departments of this \$75,000,000 corporation it serves.

It has been my pleasure for several years to interview national advertisers for PRINTERS' INK. Some of them could be called national advertisers by courtesy only; they merely "put out a few ads." Others have dabbled at national advertising; having a fairly good schedule of advertising, which, however, was used because it was expected of them by the trade. Still others have grasped the opportunity, sincerely realizing its possible value and therefore *working hard at making it pay*. But in the case of every manufacturer with whom I've talked, I've observed that the measure of his belief in advertising, is the extent to which he has made advertising a real oper-

ating part of his *particular business*.

On my visit for PRINTERS' INK to the great manufacturing establishment beside the rusty-hued Turtle Creek at East Pittsburgh, I found an advertising department, in fact, an organization embracing a personnel of more than 200, handling not only an immense volume of advertising in its varied forms, but performing certain *extra curriculum* functions for the company not usually associated with an advertising department, while acting always as eyes, ears and mouthpiece for an otherwise expressionless and inarticulate colossus.

As a single phase of its activities, the Department of Publicity runs a printing plant occupying a separate building of its own from which it turns out, not only a catalogue, sales bulletin or folder at the rate of a new one about every day, but where it prints, with the exception of extra color work, all the stationery and around 4,000 separate system forms of one sort or another, covering all the printing needs of the company—factory, office, sales and advertising—as well of its several subsidiaries.

HUGE PURCHASES OF PAPER

This department is one of the largest users of paper, with the possible exception of the newspapers, in that section of the country.

I by no means claim that what I saw in my visit through the organization of the Westinghouse publicity department is peculiar to this institution alone. I know of many another manufacturer's department where the organization is just as complete and where the functions and activities are just

as closely co-ordinated with the rest of the business to give to the sales and production branches the utmost value and vitality from the publicity efforts. I simply cite this department as an example of the importance one great concern puts on its advertising, and a model on which any advertising organization, whether it be a man and two girls, or a thousand individuals, might easily be patterned to get every ounce of energy from the investment involved.

This is quite as much for the benefit of those who are inclined to regard an advertising department as a thing apart, an advertising manager a luxury who divides his day between writing sweet nothings and waiting fearfully for the president, vice-president, sales manager, or whomsoever he is beholden to, to excoriate the creations of his head and pencil with thundered admonitions to "put more punch into it!" That's by no means overdrawn.

I don't know whether Mr. McCuiston, the advertising manager, ever writes any copy. I didn't ask him. But I doubt if the ramified problems involved in the close-knit organization under him allow time for more than an active generalship of advertising policies, combined with general supervision and censorship of copy. If we were seeking a title or definition to make clear his position, we might call him director of publicity.

A look into the larger scheme of corporate organization will better define his close relation to the business as a whole, just as a further development of the plan will show how the several necessary points of contact with other departments have been established in gearing the entire organization together.

FIVE SALES DEPARTMENT DIVISIONS

The sales work of the company is conducted through separate departments, to some extent, perhaps, allied with one another. One is the Power Department, selling turbines, large generators

and other power plant apparatus. Another is the Railway Department, concerned with contracts for all products and service applicable to electric railways, whether street or suburban or trunk line steam railway systems. The Industrial Department sells motors and other products for all industrial purposes, whether an oil pump or a shirt waist sewing machine, a planing mill or a cream separator. The Supply Department handles a multitude of detail products, such as switch boards, circuit breakers, lightning arresters and a thousand and one similar items and parts for sale in or through lighting stations, as well as the retail electrical supply stores. The Automobile Equipment Department markets ignition and lighting systems for motor cars.

Still another is the Marine Department, handling marine propelling machinery. These departments have managers who, with the manager of Publicity, are directly under the vice-president in charge of sales.

When we go further into the classification of one of these subheads, the Department of Publicity, we will find here divisions corresponding generally to the sales divisions, with one or more constant points of contact with these sales branches and their correlative production divisions.

There is first the publicity manager, who in turn has three immediate assistants, responsible for the conduct of their several departments. A fourth assistant is the company's advertising agency, in the production of its popular advertising. The assistant, giving direction to technical and trade advertising, for example, has in his hands, primarily, the handling and preparation of all advertising copy for around a hundred and twenty trade and technical publications in every industrial field. He has general charge, as well, of the routine side of the whole department; the handling of mail, the reference of inquiries to district offices, etc., the maintenance of the library of technical works bound volumes and files of current

Poultry and Seeds for Fruit Farmers in February

The February issue of Green's American Fruit Grower will be a timely issue. The most important articles will be devoted to Poultry Problems and to Seeds for the Fruit Farmer.

Most fruit farmers raise poultry. They go in for general farming to a greater or less extent. They must, for instance, raise grain to feed their live stock.

Advertisements featuring Seeds, Poultry and Poultry Raisers' Needs will pull big returns. Fruit farmers are now planning for a banner season next year to help Uncle Sam. Fruit farmers are the most prosperous of farmers. You can reach them through

GREEN'S *American* **FRUIT GROWER** CHICAGO

The National Fruit Journal of America

Guaranteed minimum circulation, 175,000 monthly. \$1.00 per agate line.
Forms close 20th of the month preceding month of issue.

AMERICAN FRUIT GROWER CO., Inc., 329 Plymouth Court, Chicago

SAMUEL ADAMS, Editor and Publisher
CHARLES A. GREEN, Associate Editor

Member Agricultural Publishers Asso. Applicant for membership A. B. C.

technical periodicals, the cut file and files of retouched photographs, etc., together with the requisitioning of supplies, accounting and bookkeeping.

The printing and stationery department is another division, the printery occupying a building of its own.

Under the assistant in charge of publications, articles and general publicity we find grouped the various men who form the active and creative points of contact and intelligence with the rest of the company, through which the multiple phases of the industry assemble to a visual focal point. It is roughly on the order of a newsgathering force, with reporters and executives specializing in particular lines. There is a man who covers the supply and auto departments; another the railway, power and marine departments; still a third the industrial department. In this way we go on to find the subdivisions of this branch handling successively, press articles and the sales department periodical, the "Sales Letter"; repair part catalogues; distributing or mailing division; the stenographic division; the art department; the photographic department; sales helps for customers and agent jobbers, convention exhibits, moving picture films and lantern slides. In addition to these home managers are the managers of promotion branches in the many district offices of the company.

COMPLEX TASK OF LISTING NEW MODELS, ETC.

The company manufactures several hundred finished items, each of which has its cognate variations as to size, type and application, so that with parts the products for sale and listing may safely be estimated to multiply well into the hundreds of thousands. This means constant change, discontinuation and addition, as improvements develop, or new items are invented. Each event of this nature must be made known to the sales force, the trade, and in some degree to the consumer. It must be record-

ed for the company's permanent records. I saw in a single room of the advertising department's big photographic division approximately 95,000 negatives of subjects that represent the productive history of the corporation from its beginning.

I saw on the drawing board of a member of the art department a huge blue-print just received from the engineering department covering a new development in some big electrical engineering project. The publicity department's man was modifying the work of the engineering department's draughtsmen for advertising and publicity purposes. Another member of the department was collating, or had gathered, information from the proper outside departmental sources for a sales bulletin, a news item for the technical press, for a paragraph, perhaps, or more in one of the lectures the department supplies to all interested either with a movie or the necessary stereopticon slides, or for advertising copy. Just a flesh and blood incident of the department's feeder roots at work.

As I sat by the desk of one of the assistants in charge of publications, there came to his hands a new folder on some incidental development in the supply department, a modification of an existing product to be called to the attention of the salesmen of this division and to the trade. On his desk, also, lay the latest index to publications and advertising service available to the sales force, the district offices, the trade, etc. The list of publications alone covered eight pages of small print, recording serially the printed matter under its proper classification, with figure guides as to its nature, as, for example, if the item is to be sent regularly only with apparatus, or if it is special for salesmen only, if it is furnished on special application only, etc. Each one of these items represented some such process of development as indicated in the preceding paragraph.

In the scheme of Westing
(Continued on page 65)

Now
is the time to
 Carry a Strong Campaign
in the
**AMERICAN
 EXPORTER**

Because

1 Exports to all foreign markets are still constantly increasing. Quadrupled to South America, for instance, compared with before the war.

2 Merchants abroad are buying heavily of advertisers in the AMERICAN EXPORTER, because they must get American goods; and this publication tells them better than in any other way where to buy in this country. In using our columns, you place yourselves squarely in the export marketplace.

3 Our circulation has grown to be a powerful export business-getter. More than trebled since 1904. 55% larger than at the outbreak of the war. A quality circulation of 42,000 copies for our four editions—English, Spanish, Portuguese, French.

4 You would have the use of a complete and practical service, including in addition to the advertising, translations of letters, credit reports, trade information, weekly bulletins, trade tours, our own representative in South America, etc.

May we send you sample copies and more detailed explanation of what we can do for you?

AMERICAN EXPORTER

17 Battery Place

New York

Member of the A. B. C.



*Intensified Training in Fundamentals
Equips Men to Become Capable Leaders*

The need for trained men to lead in business was never so emphasized as *right now*.

War requirements alone are creating openings for thousands of capable executives.

Thousands of locomotives are now needed at the Front—a hundred thousand new freight cars have been ordered. America is building them. New bridges are needed by the hundreds, as well as rails, derricks, and other equipment in almost staggering quantities. Our steel plants are busier than ever before.

Cotton spinners—woolen factories—food manufacturers—lumber men—munition materials of all kinds—hardware, plumbing, specialties—every industry is straining to the utmost.

When the war is over and reconstruction begins the need will be even greater. The need for trained executives to help take care of this growth is heard in every city.

Big business is calling for men who know the *why* as well

as the *how* of production problems—modern systematizing, efficient planning, sound financing.

The need for better executives is not theoretical. It is actual. It is *now*.

Heads of big companies are trying to improve themselves so as to better direct and increase their capacity. And these business heads are looking around *right now* for men to help them—men to share their burdens in executive capacities.

The Modern Business Course and Service of the Alexander Hamilton Institute equips men—experienced and inexperienced—to become better business men. It teaches them the underlying principles—the first fundamentals of *what has been done—why* it was successful—*how* to accomplish similar results. It reduces to *fact* the actual experience of thousands of business men, and gives you their concentrated conclusions.

The concentrated experience of thousands of successful men

If you own a business, large or small—if you ever hope to own one—if you are now helping to run some other man's business—the Modern Business Course and

BETTER EXECUTIVES needed for The BUSINESS ARMY



Service will direct your mind and energy along the sound lines that lead to certain success. It helps you find those fundamentals which lead to achievement.

The Alexander Hamilton Institute gives you, in easily readable, convenient and compact form, for absorption in your leisure time, the practical experience of thousands of successful business men.

What successful men say of the Course

R. C. Warner, Credit Manager Standard Oil Co., San Francisco, says "The Alexander Hamilton Institute has certainly taken a strong hold on the employees of this Company. Among the Department Heads alone—thirty have enrolled."

"It is the Romance of Business, and at the same time so instructive that every chapter contains ideas that can always be applied to our own organization"—writes Mr. Leon J. Bamberger, Director of New Business, Fox Film Corporation.

One man writes he has saved an Ohio Company \$37,000.

The Auditor of the Philippine Islands tells of saving \$60,000.

These are a few instances selected from hundreds of positive statements concerning the Modern Business Course and Service.

More names of the kind of men enrolled

Among the 65,000 subscribers are such men as A. T. Hardin, Vice-President of the New York Central Lines; E. R. Behrend, President of the Hammermill Paper

Co.; N. A. Hawkins, Manager of Sales, Ford Motor Co.; William C. D'Arcy, President of the Associated Advertising Clubs of the World; Melville W. Mix, President of the Dodge Mfg. Co., and scores of others equally prominent.

Advisory Council

Business and educational authority of the highest standing are represented in the Advisory Council of the Institute.

In this Advisory Council are Frank A. Vanderlip, President of the National City Bank of New York; Judge E. H. Gary, head of the U. S. Steel Corporation; John Hays Hammond, the eminent engineer; Jeremiah W. Jenks, the statistician and economist, and Joseph French Johnson, Dean of the New York University School of Commerce.

Get further information

Learn how your mental and financial business growth can be assured. A careful reading of our 112-page book, "Forging Ahead in Business," sent you free, will repay you many times over.

Every man with either a business or a career to guide to bigger, surer success, should read this book. Simply fill out and send the coupon below.

Alexander Hamilton Institute
7 Astor Place, New York City



Send me "FORGING AHEAD IN BUSINESS"—Free

Name *Print here*

Business Address

Business Position

All
merchandise
advertised
in
The New York
Tribune
is
GUARANTEED

THE NEW YORK TRIBUNE'S policy of guaranteed advertising is a policy profitable alike to the reader, the advertiser and The Tribune.

It is profitable to the advertiser because—

Fifth

It is double in its protection—protecting the reader in his purchase and the advertiser against unjust claims.

The Tribune pockets the loss in either case as a step in the development of reader confidence.

New York Tribune

First to Last—the Truth:
News—Editorials—Advertisements

house publicity constant use is made of an outside advertising agency. Several years' association has convinced this house that when the public in general is to be reached, or a merchandising problem out of the ordinary is to be solved, an advertising agency's experience in marketing other commodities is of great value. For instance, this agency prepares and places copy for Westinghouse national advertising—in conference, of course, with Mr. McQuiston and those of his men who are directly concerned in the particular products being featured. Its advice and the services of its art department are called into the preparation of campaigns on "popular" articles, such as fans and domestic heating appliances. When a new sales-field is to be entered, the agency is consulted as to the choice of mediums. Putting the matter broadly, on any sales problem, whether of a new direct mailing piece or a broad question of marketing policy, the agency gives the advantage of its knowledge of the sales field and its independent viewpoint, while the Westinghouse company, through its Publicity Department, contributes with entire frankness its knowledge of apparatus and production. This frank co-operation, in fact, is one of the essentials, in Mr. McQuiston's opinion, if the full value of agency service is to be realized, for no individual or agency can "work in the dark" to real advantage.

With hundreds of different circulars, leaflets, bulletins, preprints of trade and consumer advertising continually coming from its presses, the distribution is a single detail of more than ordinary magnitude, yet here again fine organization has reduced it to a simple routine.

From time to time the salesmen of the various sales divisions are supplied with a standardized card form listing new issues of printed material, literature, etc. Now the salesman's various prospects or customers may be proper subjects for several different numbers out of, say, twenty listed

items on this form, and where one salesman will want five of one kind to be sent to one prospect, he may want twelve totally different ones sent to another. Multiply these varying needs by thousands, and you will readily appreciate the confusion and expense that could easily entail in separating and classifying these widely variant requirements when preparing to mail out quantities of matter. To keep mailing lists up to date and accurately corrected, checked up and classified as to individual character, the following system has been developed to reduce to a matter of simple routine what might easily prove a cumbersome and expensive task.

HOW CATALOGUES, ETC., ARE SENT TO PROPER MEN

A mailing list form card for salesmen, numbered serially as new matter is added, is published from time to time. This list includes new matter, as remarked, for the several sales divisions, as supply, industrial, power, railway and lighting. The salesman fills in the blank spaces provided with the name of the prospect, firm, or individual on his form, his own office, the date, etc. In the spaces beside the listed items he checks the required catalogues and materials. Each of these forms as received from the mailing list clerk of the district offices by the distributing division is copied on a mailing list stencil form printed in duplicate, and is stamped with a stencil address in a space provided. One copy of the duplicate is then returned to the district office for filing or correction. The salesman's requisition form is kept by the district office clerk until the duplicate mailing form is received from the home office.

As the cards are made out and filed after confirmation of address, etc., a special stencil for addressing machines is made up, which by a mechanical device automatically sifts and classifies the greatly variant mailing requirements of a huge list when running off new mail matter. When Tom Smith wants catalogues 1A-1,

3B-1, and 5A-1, while Jack Jones will not require the middle number, the latter is automatically overlooked in the addressing process.

This is just a sample of the refinements of system that pervade the whole publicity department, that make it, apparently a huge department, accomplish work which without such detailed organization, would require a far greater personnel. It is just an incident that might be cited of the whole departmental organization. Just to save time, again, the mailing department is located on a floor in still another building, spang up against the East Pittsburgh post-office, and mail matter slides from the addressing machines through a chute to the post-office sorting tables.

In the Westinghouse print shop are prepared all the company's multitude of forms for office use, as well as all its advertising matter, with the exception only of a few of the more elaborate booklets. Its equipment of monotype machines, job, cylinder presses, automatic presses and the usual accessories would do credit to any commercial shop. Progressive ideas are in evidence—as, for instance, running off half at once a dozen color-work folders for as many departments, which can be printed with the same ink; one press and one make-ready serving for all. Its annual consumption of paper—600 tons—gives an idea of the work which this shop turns out. The bindery is located in the same building and just across the aisle, the stationery division, where are stocked the company's office forms and supplies. What a job the handling of this work is maybe can be glimpsed from figures of its annual consumption of a few lines of office needs.

Blue Ink.....	815 Quarts
Red Ink.....	550 Quarts
Carbon Paper.....	840,000 Sheets
Paper Clips.....	2,400,000
Rubber Bands.....	1500 lbs.
Pins.....	265 lbs.
Pencils.....	29,017, or 202 gr.
Pen Points.....	17,424, or 121 gr.

I might go on indefinitely to outline routine detail, handled by the department's own accounting force; how the various sales departments and district offices are allotted their advertising appropriations, how their use of their allotments is checked up, how the whole appropriation is budgeted and followed unerringly from day to day, and how those who may lag in the use of materials coming to them are reminded of the fact.

But I have told enough to show that the Department of Publicity of the Westinghouse Electric & Manufacturing Company is a business organization in fact, not a literary luxury or word factory, a propeller running in the air, or a motor racing with the clutch disengaged.

There are phases of its work of no immediate or apparent reaction, but which nevertheless are all shaped with the single idea behind the whole organization—of working together for the same end.

For example, at lunch in the company's dining room for the executives and departments heads I saw a salesman who recently swung a notable contract running into millions against heavy competition. He was the actual point of contact in the deal, but at such moments as these the whole organization of the company is prepared to drop everything and swing into line as a sort of irresistible flying wedge behind its man or men—and it is interlocking organization such as I have described that puts the power behind the wedge.

You could not say that the motion picture director of the publicity department ever sold a railroad directly a contract for electrification and an order for electric locomotives. Yet this department is continually perfecting and showing a most interesting movie in story form of how a hard headed board of railroad directors was persuaded by visits to various electrical railroad developments on the practical wisdom of electrifying its road. This picture affords an opportunity to

The man whose business looks westward

over the Pacific into the richest markets of the world can gain through even a casual reading of

ASIA

FOR JANUARY

a deep, true insight into the daily life of the Near and Far East—a significant indication of just exactly what this richly illustrated magazine can mean to him.

It means the East, depicted in living colors and translated into American terms by eye-witnesses. It means a knowledge of conditions fundamental to international trade as accurate as though he travelled there and investigated for himself.

It means the interpretation of the Great War in its relation to the East unobtainable in any other American publication.

"The best account of LENINE that we have seen is contained in an excellent article in ASIA, the Journal of the American Asiatic Association. It is written by Mr. M. J. Olgin, the author of a book commended in our 'New Books' this week, 'The Soul of the Russian Revolution'."—*The Outlook*, December 19th.

Many executives, who formerly purchased the magazines on the stands, are sending in their annual subscriptions—to date from January. May we send you a sample copy?

AMERICAN ASIATIC ASSOCIATION
627 LEXINGTON AVENUE
NEW YORK

ERWIN & WASEY COMPANY

Advertising

58 EAST WASHINGTON STREET • CHICAGO

Every man here has learned
that the way to serve himself
is to serve us, and that the
way to serve us is to serve the
businesses that employ us.

bring before electric societies, engineering clubs, railway men's conventions, etc., a graphic outlay of the work already done by the Westinghouse company on such contracts as the New Haven railroad, the Long Island Railroad, the Pennsylvania, etc. It is cleverly staged to lead up to a triumphant sales climax. When the most skeptical director, who adds an element of humor, puts the poser, "All right for interurban, but how about our heavy freight traffic on mountain grades," he is shown, in the company's office, the trump card, a movie of the Elkhorn Grade electrification for hauling heavy coal loads in the Bluefield section of the Norfolk & Western Railway.

You cannot check up just what results such work can play when a contract for several millions has been clinched, but you can readily detect the composition of inter-organization working, in the preparation, the gradual refinement under inter-organization criticism and elimination, of a sales message so subtly composed.

I might go further to cite more of the general and particular functions that this publicity department fulfills. As an organization it is often called upon to perform services which, because they have no obvious relation to any other side of the industry, are put up to it as the puzzle solver.

But you have seen enough to realize the point that I set out to make. You can appreciate that under such a system, in any company where the publicity plans are accepted with due seriousness, the advertising is bound to deliver its greatest possible returns.

British Firm Comes Here to Sell Army Clothes

The Associated British Clothing Manufacturers, Ltd., with home offices at Leeds, England, has established quarters in New York, for the purpose of promoting sales of its line of leather overcoats and trench coats to American dealers. All goods are imported direct and sold f. o. b. New York, customs paid, it is stated in advertising going out to the trade.

Carborundum Is No Slacker

An interesting piece of "war copy" is being published in technical papers by the Carborundum Company, of Niagara Falls, N. Y., which is showing how widely its products are being applied to various classes of war work.

"We are not playing checkers," the company assures its customers. "Every man-jack of us at the Carborundum plant is working like the proverbial beaver, for never before has there been such a demand for Carborundum and Aloxit products.

"We are doing our level best to meet this big demand—enlarging our plants, increasing our forces, speeding up production—we are even building a big 20,000 horsepower furnace plant in Canada in our efforts to keep up with things. We have a definite service to perform, for we are helping to produce the necessities of war.

"Carborundum and Aloxit products are doing their bit. They are grinding shrapnel shells, high-explosive shells, rifle barrels and parts—grinding bayonets and sabers. They are grinding a hundred and one different parts of the aeroplane and the auto truck, the machine gun and the field gun. They are shaping plate and grinding car wheels; grinding plowshares and the tools of the metal-working trades of the world. They are grinding torpedo tubes and torpedoes, grinding submarine engine bases; beveling the lenses of periscopes and buffing the soles of the army shoes and grinding the shears for the pocket kits of the 'Sammys.' They are doing a thousand and one war tasks quicker and better than they have ever been done before."

Price-Restriction Case Before Trade Commission

A complaint has been filed against the J. F. Hillerich & Son Company, of Louisville, Ky., by the Federal Trade Commission. This case has to do with restricted prices placed on the "Louisville Slugger" baseball bat, and February 14, 1918, has been set as the date for the hearing.

The current action does not mean, of course, that the manufacturers must forthwith drop their schedule of standardized resale prices and the means for persuading retailers to observe such fixed prices. It does signify, however, that the Hillerich concern, having failed to avail itself of the opportunity afforded to present its specific case in connection with the recent general hearings on price maintenance, must now appear individually before the Trade body on pain of being found by default to be operating in violation of the Clayton Act and the Trade Commission Act.

In the eyes of the members of the Trade Commission the selling plan of the Louisville bat manufacturers has the same objectionable features that, as recently reported in *PRINTERS' INK*, have lately been pronounced offensive as allegedly practiced by the makers of "Old Dutch Cleanser" and the Mishawaka Woolen Manufacturing Company.

Motor Fuel That Weighs Less Than Air Advertised

How Coal Gas Remedies the Gasoline Shortage

By Thomas Russell

Licensed by Chief Postal Censor, London, England.

EASILY the most interesting advertisements in the technical press of the British motor-truck industry just now are those created by a new remedy for the shortage of what English people call petrol and Americans gasoline—both of which are horrible words.

So much petrol is needed for aeroplanes, tanks and other military engines that severe restrictions, under the Defense of the Realm Law, have had to be placed on the use of it. Joy-riding is forbidden. A general's wife was fined the other day for going to church in an automobile. Commercial users of petrol are strictly rationed, and steam vehicles are in great demand. These can only be supplied to firms obtaining from the Ministry of Munitions a license called a priority form. The Government wants all of them that it can get.

Some bright brain then recognized the fact that an internal-combustion engine can only use petrol when petrol has been vaporized and become gas. Why not use gas ready-made?

Very soon a road-vehicle carrying passengers in the neighborhood of Eastbourne (on the south coast) appeared with a huge balloon-like bag strapped to the top. This bag contained coal gas (illuminating gas it is called in the United States), and it operated an ordinary automobile engine with perfect success. To-day, numerous private cars can be seen in London driven by coal gas (they would run equally well on natural gas if we had it), and the motor papers are full of advertisements about this device.

Until gas was thus harnessed to traction, the only car that was left for private use was the electric

brougham, run on storage batteries. But coal gas not only adds nothing to the weight of the vehicle, but actually makes it lighter, which is a point in its favor.

The first cars converted leaked gas and smelt abominably. They were also dangerous. A spark might have set them alight. But soon manufacturers began to advertise gas-tight containers, and a demonstration was held in London, at which numerous gas-driven vehicles paraded the streets.

Gas companies all over the country are announcing their readiness to supply gas on the road by meter. The car is driven to the nearest gas-works when the bag begins to grow flabby and is filled up, C. O. D. The *Commercial Motor* publishes every week a page and a half of addresses where flexible gas bags can be obtained or fitted.

The new motor fuel is doing good work by relieving the congested railways. One vehicle at the demonstration carried the words "Liverpool to London by Gas." Its container holds 930 cubic feet of gas. The natural evolution to metal cylinders holding gas under compression has also begun to appear. One touring car carries on its footboard a cylinder not much more than twice the size of the fire-extinguisher often carried there, with gas compressed 1,800 pounds to the square inch.

"American Forestry" Appoints Representatives

American Forestry, Washington, D. C., is to be represented in the national field by Barnhill & Dempers, of New York and Chicago. Walter L. Johnson will continue to direct the publication's advertising department from his New York office.



Introducing
Miss Adeline O. Goessling
Household Editor of

FARM AND HOME

The National Monthly Magazine of Rural Life

Miss Goessling has been the Household Editor of FARM AND HOME for the last fourteen years, and knows her readers like a book. She has put into the Household Department of FARM AND HOME her own personality—idealistic, yet practical—and be it known, you can't fool an experienced farm woman on the practical end.

Miss Goessling was born and raised on a farm, has owned and operated a farm, so that in the house, as on the farm, is able to lend a hand trained by practical experience.

Our Slogan: "Improve the Farm Home"

Miss Goessling considers it important that farm people keep abreast of the times in the American standard of living comfortably and hygienically. "Home Improvement" is her solution for "the farm problem." "How to keep the farm boys and girls at home," and "How to secure and retain good farm help" our Household Editor answers with the slogan "Improve the Home." Is it any wonder that the praise the good farm women voice most often is: "*We appreciate FARM AND HOME because it is such a clean and practical paper.*"

600,000 Circulation Guaranteed

This constructive policy is a great aid to the advertisers of domestic articles, and FARM AND HOME offers a rich field for cultivation. There is no time like the present. When the selling is good is the time to advertise. Our audience of 600,000 prosperous, ready-buying farm families is waiting for you.

PHELPS PUBLISHING COMPANY

Member of the Audit Bureau of Circulations

30 No. Michigan Ave.
Chicago, Ill.

Onsida Bldg.
Minneapolis, Minn.

315 Fourth Ave.
New York

Forsyth Bldg.
Atlanta, Ga.

1-57 Worthington St.
Springfield, Mass.



Clients of Fuller & Smith

- The Aluminum Castings Company,
"Lynite" and "Lynux" Castings.
- The American Multigraph Sales Company,
The "Multigraph."
- The Beaver Board Companies,
"Beaver Board."
- The Bourne-Fuller Company,
Iron and Steel Jobbers.
- Burroughs Adding Machine Company,
Figuring and Bookkeeping Machines.
- The Central Brass Manufacturing Company,
"Quick-pressure" Faucets.
- The Cleveland and Buffalo Transit Company,
Lake Steamship Lines.
- The Cleveland Provision Company,
Wholesale Meats.
- The Geiger-Jones Company,
Investment Securities.

Ten years ago two business men started an advertising agency in Cleveland—not because they thought business needed more advertising, but that advertising needed more business in it.

Fuller & Smith

Advertising - Cleveland

The Glidden Company,
Varnishes and "Jap-a-lac" Household
Finishes.

Ivanhoe-Regent Works of General Electric Co.,
"Regent" Illuminating Glassware;
"Ivanhoe" Metal Reflectors.

The Land Feiss Company,
Men's Ready-To-Wear
Clothing.

The School of Illustrating and Cartooning,
Conference School.

The Urban Company,
"Urban" Dry Batteries.

The Lamp Works of General Electric Co.,
Lamps.

The Manufacturing Company,
Machining Machines and Foundry Supplies.

The Stow & Wilcox Company,
Machine Hand Tools; Tinsmiths' Tools
Machines; Builders' Hardware.

Pittsburgh Gas and Supply Company,
"Gainaday" Electric Washing Machines;
"Gainaday" Electric Cleaners.

The M. T. Silver Company,
Silver Styling Women's Suits and Coats.

Hotels Statler Company, Inc.
Hotels in Buffalo, Cleveland, Detroit and
St. Louis; and now building in New York.

J. Stevens Arms Company,
Firearms.

John R. Thompson Company,
Restaurants in 38 cities throughout the
United States and Canada.

The Timken-Detroit Axle Company,
Front and Rear Axles for Motor Vehicles.

The Timken Roller Bearing Company,
Roller Bearings.

University School,
College Preparatory School.

The Upson Nut Company,
Manufacturers of Iron and Steel Products.

Westinghouse Electric & Mfg. Company,
Central Station, Railway and Power
Plant Equipment, Motors, Fans, Heat-
ing Devices, Automobile Starting,
Lighting and Ignition Equipment.

Willard Storage Battery Company,
Storage Batteries.



A Better Driving Power For Your 1918 Business

Accounts are accepted, only when a service of the Manternach standard can be applied.

It's a Manter-Knack to Do Things Differently

The Manternach Company

Advertising Agency

HARTFORD

CONN.

Do Your Advertising Inquiries Get Attention?

Big Steel Company Devises a Simple Method of Making Branch Managers Know and Remember Their Importance

EVEN in normal selling times, the danger of neglecting to give proper attention to inquiries resulting from advertising has to be constantly guarded against. All too frequently it happens that letters are answered with a form that doesn't fit the case; inquiries are referred to dealers situated in another locality or no reply whatever is made for a matter of days or weeks. Thus does the follow-up undo all the favorable work of the advertising that prompted the inquiry.

Just now, however, this danger of a lax follow-up lurks in the office of many a manufacturer who may not even suspect its presence. The real difficulty, as he sees it, is to manufacture the goods, not to sell them. The factory is oversold for months ahead and the problems of production are increasing each day. Advertising has been maintained for educational purposes, or to hold good will of present customers, but inquiries resulting from the advertising are regarded as more or less of a nuisance. There is no intention, of course, to neglect them, but it just naturally happens that less effort is spent than would be the case if the sales department were scouring the country for business.

A large steel concern has recognized that it is face to face with this problem, and has taken measures to impress on its correspondents the need of giving all inquiries just as satisfactory a reply as if an immediate sale were in the offing. What the company aims to do is well expressed in these words of the advertising manager: "Simply because we are oversold now and don't want any business—don't forget that there's a future."

The difficulty in the case of this company, which, it may be said

in passing, is the largest in its line, was complicated by the fact that it has a district office organization. All inquiries from the various sections of the country are referred to the district office involved. It would be a more simple matter to oversee the manner of handling inquiries if rules and regulations could be formulated for one central organization, but there are ten or fifteen districts, and each one is a "sovereign State," so far as procedure of this sort is concerned.

The advertising inquiries are sent, of course, to the main office of the company, and then sorted out and referred to the districts for catalogues and literature of other kinds, and also for any special reply that may be required.

MAKES BRANCH MANAGERS REMEMBER

To jog up the district sales managers a two-page memorandum form has been prepared to accompany each batch of inquiries sent from the home office. The memorandum is laid out in the form of questions from a supposed district manager and answers by the advertising manager. The questions all deal with the matter of literature to be mailed out: "What is the object of sending literature—to make a sale or to educate the recipient?" "Many requests come on postal cards and written in a handwriting indicative of a comparatively small buying power. Should not these be consigned to the waste basket?" "Should a letter always accompany literature or be sent out at the same time literature is sent?" "At times when the output is already sold and deliveries are slow, is it still advisable to send literature?"

The answer to the last question is given as follows: "When a man

has gone to the trouble of making a request for literature it seems advisable to send it to him, for the fundamental object of educational advertising literature, as above indicated, is not so much to sell a product as to have a prospect form a favorable viewpoint toward the product in question. Even though there is no prospect of immediate business, careful attention to requests for literature accompanied by personal letters expressing a willingness to supply further information may in many cases be in the nature of business insurance for the future."

Other questions deal with the need of a follow-up, the special kind of catalogue that should be sent in answer to requests for a "full line" of literature, etc. The whole matter is summed up in this concluding paragraph:

"In general, it may be stated that there are two viewpoints toward requests for literature: First, that they are sort of a necessary evil that must be gotten out of the way as soon and with as little effort as possible; second, that each inquiry probably represents an opportunity for constructive educational work. We are inclined to the latter viewpoint but, of course, the details will differ in each case."

It would seem, perhaps, that elemental instructions of this sort should not be needed in the case of a highly developed organization, but this is just the place, frequently, where weak spots exist. They are covered up, maybe, and on the surface all seems to be lovely. It cannot be ascribed to lack of interest in the company's well-being if the men responsible for answering requests for printed matter lose the proper perspective when they know that no sales can be made even if the orders are received. But the importance of building now for the future can very easily be brought into focus again by a verbal or written reminder of the need of constant educational work. In the case of this steel concern it is necessary to put the lesson on paper and

emphasis is secured by attaching the memorandum to each day's batch of inquiries. Every company must be a law unto itself in deciding on the method used. The important thing is to see that some method or other is employed to stop the leak.

Matters for A. B. C. to Discuss

Several matters of importance are scheduled for presentation at the special meeting of the Audit Bureau of Circulations, to be held in Chicago January 4. The report of the committee on Publicity By-Law will be made, dealing exhaustively with both sides of this question. Likewise, the committee on relationship and proposed affiliation between the Bureau and the A. N. A. will report, as well as the Rate Equalization committee. The last-named committee's recommendations will be considered, to meet the increased cost of audits, materials, traveling expenses, etc., by increasing dues to certain classes of members.

Lurie to Become a General Advertiser

Gus. Lurie, New York, who owns a controlling interest in the companies that manufacture the Corona Snap Fastener, Colonial Braid, National Joint Limb Dolls and Sterling Snap Fastener, will launch a national advertising campaign early this month. Hitherto Mr. Lurie has confined his publicity to trade and export papers exclusively. The appropriation for exploiting the Corona Snap Fastener alone will be \$30,000. Philip Kobbe Co., Inc., New York, will handle the account.

Farm Paper Representatives Elect Officers

The Association of Eastern Representatives of Farm Papers, with headquarters in New York, has elected the following officers for 1918: President, William T. Laing, of the Capper Publications; first vice-president, A. F. Jones, of Ryan & Inman; second vice-president, Jay C. Williams, of the Pierce Publications; secretary and treasurer, Martin F. Fische, Jr., of Foremost Farm Papers, and assistant secretary-treasurer, W. J. Delaney, of the John Brannan Company.

With D'Arcy Agency

R. G. Timmerman has joined the rate department of the D'Arcy Advertising Company, of St. Louis. He was formerly with the William H. Rankin Company, of Chicago, and more recently with Cole & Freer, special representatives of that city.



Perfume Department
253 Thirty-sixth St.
Brooklyn, N.Y.
Showrooms Fifth Ave.
at Thirty-Ninth St.
New York.
(Address Reply to this letter
to the Perfume Department)

Vaniline's Oriental
Perfumes
and Toilet Requisites

Brooklyn, N.Y.

December 13, 1917

The Arrow Press
320 West Thirty-ninth Street
New York City

Gentlemen:

During the past few years we have put out many mail pieces. But, from the standpoint of appearance and results, none have approached "A Profitable Forecast for Your Toilet Goods Department's Holiday Business," the broadside that you arranged and prepared for us.

The broadside was not only invaluable in helping our travelers and jobbers to decrease their selling costs by increasing their sales, but it was an exceedingly effective salesman on its own hook. The orders that we received on the post cards attached to the broadside more than paid for the entire cost of production, mailing, etc., and left a substantial margin of net profit after deducting the cost of the goods ordered.

Crediting the broadside only with the orders received on the post cards, and not with any orders received as a result of it on dealers' order blanks and from our travelers, threw a heavy burden upon it. But it met the test with flying colors.

Within 30 days after mailing the broadside 8 out of 24 numbers in one group of items listed, and 3 out of a group of 8 items were entirely sold out. The rest of the numbers listed just about sufficed to meet the demand.

The service that you render certainly offers a most effective means of reducing the high cost of selling.

Cordially yours

Walter Mueller

Sales and Advertising Manager,
Perfume Department

WM.MH

Reader

The Press has more to offer than just the **LARGEST** circulation in the Cleveland daily field. Its big value to the advertiser lies in its consistent **READER-STRENGTH**.

The Press is sold on its MERITS, as a NEWS-PAPER, for MONEY—and not as a component part of a premium.

Essentially a NEWSpaper, its importance to the advertiser is second only to his merchandise investments.

More HOME-delivered, HOME-read circulation than all other Cleveland dailies **COMBINED!**—means The Press advertiser reaches 95% of Greater Cleveland homes—a reader-strength sufficient in itself to successfully support any sales campaign.

The year Nineteen-Seventeen brought a healthy circulation growth to The Press. Its average net paid daily circulation being

195,134

This is a gain over 1916 of 1286 copies daily.

The Press is the only Cleveland daily that publishes its circulation figures at the **CLOSE** of each year.

The Cleveland P R

Strength

The reward of increased reader-strength is increased advertising volume.

The Press in Nineteen-Seventeen elevated itself, head and shoulders above ALL contemporaries. December, in particular, revealed the comparative merit of Cleveland papers, when judged by the volume of advertising carried.

DECEMBER VOLUME OF DISPLAY ADVERTISING

*The Cleveland Press Gained 2001 Lines

1917 volume 780,801 lines; 1916, 778,800 lines; GAIN 2001 lines
Exceeding The Cleveland News 248,437 lines

The Plain Dealer LOST in December 133,154 Lines

In making comparison, the 26 publishing days of The Press only are used against the 31 publishing days of The Plain Dealer—which include five big Sunday issues.

THE PRESS MADE NEW RECORDS IN 1917

The judgment of local advertisers is expressed in the volume of display advertising placed week-days in Cleveland papers during the past year.

In 1917 The Press Carried 7,277,791 Lines

A gain over 1916 of 578,791 lines—and, for the same publishing days—

Exceeded the Plain Dealer 3,320,781 lines
Exceeded the Cleveland News 2,287,589 lines

The Press carried 46.6% of the total week-day volume in 1917

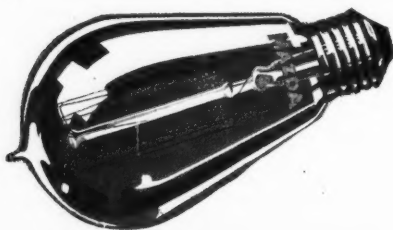
1917 CLASSIFIED ADVERTISING

The Press published 2,670,136 lines — a gain of 376,964 lines.

Censorship excluded thousands of lines from The Press, which were printed in the other papers.

ESS

Scientific study coupled with practical manufacturing methods—this is the basis of the MAZDA Service that helps lamp-makers produce better lamps.



MAZDA

"Not the name of a thing, but the mark of a service"

THE MEANING OF MAZDA

MAZDA is the trademark of a world-wide service to certain lamp manufacturers. Its purpose is to collect and select scientific and practical information concerning progress and developments in the art of incandescent lamp manufacturing and to distribute this information to the companies entitled to receive this Service.

MAZDA Service is centered in the Research Laboratories of the General Electric Company at Schenectady, New York. The mark MAZDA can appear only on lamps which meet the standards of MAZDA Service. It is thus an assurance of quality. This trademark is the property of the General Electric Company.



RESEARCH LABORATORIES OF THE
GENERAL ELECTRIC COMPANY



"Advertising Builds for the Future," U. S. Steel Corporation

Not Something to Be Used Till Order Books Are Full and Then Discarded—Successful Campaigns of Steel Concerns

By R. B. Woodworth

Advertising Manager, Carnegie Steel Company

Paper Read before Association of Advertising managers of the subsidiary companies of the United States Steel Corporation

ADVERTISING is to-day a well-recognized tool of constructive salesmanship. In some cases it is relied upon absolutely as the only means whereby business is gotten. Advertising is inwrought into the very fibre of modern business. The large majority of standardized products are bought on the basis of trade names well established by widespread advertising. It makes its presence known in street-car signs, in landscape billboards, in full page displays in the daily newspaper, etc., etc.

It owes its position in modern salesmanship to what it has accomplished. Its existence and widespread use are the very best demonstrations of its peculiar fitness and distinguished service as the handmaid of constructive salesmanship.

In spite, however, of its service the attitude of some manufacturers towards advertising is not favorable. This attitude is due in some cases to lack of business foresight; in other cases to ignorance as to the real considerations which underlie increase in business and sometimes also to prejudice. Some manufacturers even look upon advertising as a means to fill order books and then to be continued or discontinued at will.

That advertising does bring home the bacon is obvious. It is of particular force even when the contact between the manufacturer and the user is quite remote and the chain of distribution lengthy.

The principle which underlies technical advertising as it relates to the buyer is the association of ideas. Its function is to make the

user think so that out of his thoughts may come not only the original use for which the article was intended, but also other uses of which its maker perhaps never dreamed. In illustration it may be said that years ago Carnegie Steel Company had a complaint from one of its good customers in the mining district to the effect that it was impossible to keep steel for inside mine work on hand. The workmen around the mines discovered that steel bought for mine timber work could be used for many other purposes.

BOTH A GETTER AND A BUILDER OF BUSINESS

Technical advertising is not so much a business getter as a business builder. It serves to build up trade and develop new lines. This was the important theme in the mind of George R. Jones, vice-president and general manager of sales of the Inland Steel Company, in his address on "Under-Advertising in the Steel Business" at the Cleveland meeting, 1915, of the American Iron and Steel Institute. Mr. Jones maintained the thesis that had the steel industries undertaken the same kind of a campaign of general publicity as had been undertaken by the Portland Cement Association, or by the Southern Cypress Association, a great number of new uses for steel would have been created. I do not subscribe to Mr. Jones' primary thesis, and I notice that in the list of products are quite a number of articles and uses which have been aggressively promoted by some of these subsidiary companies. I notice other articles of promotion, advertising of which has been just as aggressive on the part of manufacturers who purchase their plain mate-

rials from the subsidiary companies and whose duty, I take it, it is to help bear the burden of distribution by the advertising of the articles in which they are more immediately interested.

Technical advertising of steel products has unquestionably promoted the wider use of steel in all lines. Those who discourage constructive advertising (which I would remind you again is printed salesmanship) do not distinguish between the work which is done by the salesman in the actual solicitation of orders and the fundamental work which has been done before inquiries reach the salesman.

In his plea for widespread publicity Mr. Jones has overlooked a number of very good bets. He says, "The use of structural steel is due to a demand for it rather than to any effort made by the steel manufacturers to introduce its use. But steel bars for reinforcing concrete are required in the main as a substitute for other than steel construction because the cement manufacturers and the concerns controlling patented bars promoted a large use for their product, and in doing so these bars came into being in spite of, rather than because of the steel makers themselves." Mr. Jones forgets that the use of structural steel was once unknown and that its introduction has been due to the same chain of circumstances which has led to the large use of reinforced concrete, and those methods of reinforcement which are essential thereto. Merits of various forms of deformed bars have been well said to be due not to the bars themselves, but to the salesmanship by which they have been advocated.

CARNEGIE COMPANY'S MODEST INITIAL EFFORT

It is well known that when the use of structural steel for office buildings was in the stage of development, the Carnegie Steel Company put up its own building in Pittsburgh to encourage and to advertise the use of steel. The "Carnegie Pocket Companion" has

done more to standardize and to encourage that use than any other book which has been printed. The 220,000 copies which have been placed in the hands of engineers, architects, builders, contractors, students and others since 1896 have not only advertised the use of structural steel, but have enabled the extension of its use into other lines than bridges and buildings. The 6,000 copies which each year are used in classroom work of schools of technical instruction still bear good fruit.

The initial investment of \$1,300 forms the basis of a progressive development in advertising which has culminated in the formation of the Southern Cypress Association, the North Carolina Pine Association, the California Redwood Association, the Southern Yellow Pine Association, and other organizations which have done so much to give lumber its rightful place in the structural world, and a place of importance in accord with the relative merits of each species advertised. This aggressive work has made it more difficult to sell structural steel.

The introduction of the rolled steel wheel and its exploitation by constructive advertising and salesmanship has not only led to the widespread use of the wheel for heavy freight service, and in the transportation of passengers and to improvement of railway operation but has likewise compelled the manufacturers of the chilled car wheel to band themselves together in an association whose object has been the defense of the chilled wheel. This association has done much to restore the chilled wheel to public favor for the classes of service for which it is fitted by reason of the dissemination of accurate information as to the merits of chilled cast iron wheels. The use of the steel wheel has improved the chilled cast iron wheel.

One of the most widely advertised metal products is American Ingot Iron (now known as Armco Iron). The diligent, persistent educational campaign pursued by its makers has led not only to a

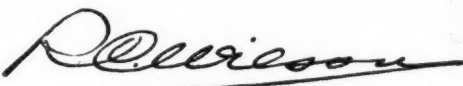
Color work in *McCall's Magazine*

Provides for four printings—three process colors and black—on coated paper.

Of the 15 color pages in the forthcoming April issue of *McCall's Magazine*, 10 have been sold, and several of the remaining 5 pages are already under option.

The regular color rate is \$6,000 per page, but incident to change in page size from 400 to 800 lines to the page—effective with the April issue—a limited number of pages will be accepted at \$3,840 per page.

The net circulation of the April *McCall's* will exceed 1,200,000 copies. The present indications are that *McCall's* for April will consist of at least 80 pages.



Advertising Director

Member A B C—Monthly average net paid circulation January-June 1917—1,310,661 copies.

Over the Top

New World's Record

THE PITTSBURG PRESS

in 1917 carried over

**20 MILLION
LINES**

OF ADVERTISING — (EXACT MEASUREMENT,
20,018,740 AGATE LINES)

Exceeding records of all other papers
in United States, and exceeding THE
PRESS' own former world's record by
nearly two million lines.

LARGEST CIRCULATION in Western Pennsylvania —
DAILY and SUNDAY

O. S. HERSHMAN, President-Editor
New York Office, Metropolitan Tower
I. A. KLEIN, Manager

H. C. MILHOLLAND, V. Pres. & Adv. Mgr.
Chicago Office, Peoples Gas Bldg.
JOHN GLASS, Manager

widespread use of their product, but also to a very careful investigation of the whole subject of the best materials for metal roofing. Out of this investigation has come the widespread use of copper as an ingredient in the manufacture of steel roofing. The wide increase in the sale of Keystone copper bearing sheets is the best evidence of the success of the methods whereby they have been established in public favor—methods in which persistent advertising of the very best character has had a large place.

The firm hold that the word National has attained as applied to pipe is one illustration out of the pages of the advertising history of these companies. It is a tribute to the success of this advertising that other makers have found it necessary to adopt similar methods whereby their materials can be identified by the users.

For many years titanium was the bugbear of the steel metallurgist—a troublesome product found in certain ores which made them objectionable in the blast furnace. Aggressive advertising has made the titanium rail a recognized article of consumption. The same consideration of wide publicity has made vanadium steel an indispensable material in the manufacture of automobile frames, crank shafts and other articles subject to shock.

It is admitted broadly that certain advertising campaigns have been distinct successes in that they have made a name and place for the products advertised.

A well-conducted advertising campaign not only instructs the reader of the advertising, but also and more particularly, instructs the advertiser himself in the real merits of his products and the best means by which it can be marketed. Not only have advertising managers grown in their acquaintance with the merits of these products, but the education has been extended to the members of the sales organization so that they are enabled to render more efficient service. "Know thyself"

applies to business as well as to persons, and an intelligent advertising analysis inevitably leads to wisely directed sales work.

The essential feature, however, in all these advertising campaigns has been educational. It has not been limited to a mere designation of the product, but has been extended to a discussion of its advantages and disadvantages, characteristics of its manufacture and other elements which distinctively and directly serve to distinguish it from other materials. The education of the prospective user is the most constructive salesmanship.

The "Carnegie Pocket Companion" not only includes a description of its sections rolled by the Carnegie Steel Company, with data on columns, roof trusses, girders, etc., to which it was limited when first issued, but now includes notes on terra cotta and its use in floor construction, a discussion of the principles and practice of concrete reinforcement and also extended notes on the use of structural wooden timbers.

This method of advertising applies to all the publications issued by the Carnegie Steel Company, whether they deal with rolled steel wheels, sheet piling, oil derricks and drilling rigs, steel cross ties or mine timbers.

The series of bulletins issued by the National Tube Company is based on the same fundamental idea of the education of the user. Corrosion, its causes and prevention, methods of manufacture, engineering problems involving the use of pipe and a thousand and one things that go to make up the entire field of its service have been given adequate treatment. The result of this educational work has been to put National pipe on the map to stay and to put it on the map in much larger quantities than had been the case had the advertising been confined simply to the list of articles which the National Tube Company had to sell. The mills roll the word National on pipe; advertising brands it on the minds of the user.

The same thing is true in connection with the American Sheet

& Tin Plate Company and other companies. Reference has been had already to Keystone copper bearing sheets. Reference books and bulletins have been found the medium for the dissemination of the information as to the products of the company in such a way as to make them indispensable to the users of sheet mill products. The records as to the growth in the sale of Keystone copper bearing sheets indicates very clearly that the competition of American ingot iron has been met and defeated on the very basis on which it first endeavored to win success; namely, the education of the interested public in the use of an article of superior merit.

FORTIFIES FOR THE FUTURE

This discussion has had to do with the dissemination of information in the official publications of the makers. The remarks apply with equal force to the dissemination of the same information in the technical press. Newspaper work supplements the official publication. It is perhaps more valuable in that it affords an opportunity for the persistent repetition of the same argument. A heavy downpour of rain serves but to harden the soil. The best results for the crops come from the gentle, oft repeated showers.

We are now prepared to indicate in general the principles which should underlie technical advertising work. It is no easy matter to discuss details, but the general principles seem to me at least to be clear.

First—Advertising should be, in the truest sense of the word, building for the future. It should be carried on persistently in season and out of season without regard to the condition of the order books, but in anticipation of the time when the order books may need all the assistance which can be rendered to them by the most strenuous efforts of all the branches of the sales organization. But, if order books are full and the mills are not able to-day to furnish any particular product advertised, the corner grocer will

tell you when he has no particular brand in stock, that the shipment is on the way and he will have some more to-morrow. Particularly is this true in the case of certain specialties rolled in mills or produced at works taxed to their capacity by standard articles of manufacture. Advertising alone can keep their place on the map until the books are again open for orders.

Second—In this constructive advertising work attention must be directed to the fact that increasingly the contact of the manufacturer with the ultimate user becomes more and more remote. To-day the large bulk of the product of these companies does not reach the user until it has passed through processes of further manufacture. A part of the enormous tonnage produced by the steel mill goes in the shape of blooms, billets, sheet bars, etc., semi-finished to manufacturers of pipe, roofing and wire. A large part of the finished tonnage goes to ship builders, car builders, manufacturers of buildings, bridges, automobiles, window sash, etc. Concrete reinforcement bars are marketed through specialists in that line. A few of its products, such as rails, wheels and axles, are sold direct to steam and electric railroads, suitable for immediate use, and the small contractor can obtain shapes, plates and bars from warehouses.

Under normal conditions black sheets, tin and terne plates are sold to manufacturers of metal furniture, tin cans, automobiles, railway cars, etc. Roofing materials even do not reach the farmers except through dealers.

Large companies may buy line pipe direct from the makers, but in the oil fields line pipe, casing, drill pipe, tubing, etc., are purchased from dealers who may maintain warehouses at convenient points throughout the fields. The railroad companies get their boiler tubes built into locomotives for them by the locomotive builders. Seamless products reach the ultimate consumer in the shape of

(Continued on page 89)

Progress Made by the

ILLUSTRATED SUNDAY MAGAZINE

in volume of advertising carried

		LINES
1915	average space carried in each issue - - - - -	1767
1916	average space carried in each issue - - - - -	2905
1917	average space carried in each issue - - - - -	4073

The ILLUSTRATED SUNDAY MAGAZINE has not only just had its most successful year, but is starting the new year with a greater amount of advertising than it has ever carried before in its history. ¶ The circulation is about 1,200,000 copies per issue.



Incorporated

New York Chicago Boston Detroit Buffalo

There are more real, sure enough homes per thousand circulation among

Farm Stock Home

Minneapolis, Minnesota

subscribers than in any woman's paper published.

Women who live in hotels, apartments, flats and boarding houses do not read **Farm Stock Home**.

If you have a proposition appealing to women—women who keep house, real *home makers* **Farm Stock Home** can give you better service than you can get in any other farm paper published.

“Foremost Farm Paper of the Northwest”

*Member of Agricultural Publishers Association,
Member Audit Bureau of Circulations*



REPRESENTATIVES

NEW YORK

A. H. BILLINGSLEA.....No. 1 Madison Ave.

CHICAGO

J. C. BILLINGSLEA.....1119 Advertising Bldg.

ST. LOUIS

A. D. MCKINNEY.....Third Natl. Bank Bldg.

bedsteads, baby carriages, automobile frames, etc.

Wire products are, in a large majority of cases, marketed through jobbers. Nails and barbed wire fencing materials are to be found in the local hardware stores throughout the length and breadth of the land. The middleman, and sometimes more than one of him, stands between the user and the maker.

In the case of Portland cement the owner of the building gets his cement in the shape of a building erected for him by a sub-contractor, whose bid is included by a general contractor with other sub-contracts covering other materials. The farmer who desires Portland cement must get it through his local dealer, and through the local dealer must be carried on by dealer helps the whole system of educational information.

MUST GO ON, IN AND OUT OF SEASON

With this length of chain of indirect-to-user distribution it is obvious that constructive salesmanship to reach the user cannot be predicated on any particular medium or any particular issue of any medium, however admirably adapted to the purposes. In the case of seasonal products it may be confined to the issues of selected mediums printed about the time of purchase or to the distribution of advertising literature during that period of sales incubation. In general, the products of these companies are not seasonal, and, therefore, the work of advertising must go forward persistently in season and out of season if it is to serve as a real aid in the widest possible distribution of the products these companies manufacture.

Third—Constructive advertising to secure the best results must be keyed to the name of the company which specializes in the product advertised. Materials should be stamped and marked in such a way that the identification of the product with the maker is complete so that in the mind of the

user the name of Carnegie, or Illinois, or Tennessee, may be associated with steel beam or rail, and the word National with pipe, just as Ivory Soap is indelibly linked in the mind of the housewife with that particular variety of soap. The use of a trade name is an invaluable asset to manufacturers. It is a hostage to fortune, if you please, but it means that the reputation of the maker stands ready to guarantee the excellence of his products. The maker should see that he works his guarantee to the full measure of his service.

While the advertising has been confined largely to specialties defined as new articles in the stage of introduction, it may be necessary some day in the face of the competition which will undoubtedly arise by reason of the enormous increase in the capacity of rolling mills in the United States to make a deliberate drive for the use of standard products. Mr. Jones intimates that structural steel now needs no sign, no tavern bush to proclaim it. We may hope that is true. We may be persuaded in our own minds that pipe and roofing materials will sell themselves; or, in other words, are bought by users whose necessities cry aloud for these articles. But the extended use of concrete and the resurrection of wood as a building material by reason of the propaganda of the lumber associations, the aggressive efforts of cast iron pipe makers to improve their product and enlarge the field of its usefulness, and the countless substitutes which are being placed on the market yearly for metal roofing, indicate that most aggressive efforts must some day be made by sales organizations of steel companies if they are not only to hold the trenches already won, but to extend their lines. The time to lay the foundation for future business is not when the order books are empty but when they are full. In time of peace, prepare for war. It is the function of constructive advertising to insure the future by diligent service in the present.

Tells Gas Consumers All About Gas and Meters

Thus the Consumers' Gas Company, of Toronto, Secured Good Will in a Hard Field

By William G. Colgate

A FEW years ago the headlines of the Toronto dailies declared the Government's intention to investigate the meter system of the Consumers' Gas Company. Complaints of overcharges had been loud and bitter. By an investigation, so it was thought, the cause of the trouble would be exposed and effectually removed. Not content with this, the municipal authorities went further. In order to acquire a voice in the affairs of the company, they caused to be bought secretly in the open market a block of the company's stock.

As time went on, however, even the most rigid investigation failed to develop anything of a sensational nature. Except for a few isolated complaints, which were promptly rectified, the bulk of the grievances were found to be based on nothing more tangible than unsupported personal and often prejudiced opinion. Although this decisive action had checked the rush of general complaints, it had not succeeded in allaying general suspicion. There was still a vague, uneasy feeling that the system of computing charges was too fair to the company. It remained, therefore, to convince the gas consumer of the company's sincerity and good intentions.

Just at this critical juncture some bright mind advanced the supposition that the largely increased sales of gas appliances might have had a share in boosting bills. This interesting hypothesis sounded plausible. Moreover, it received additional weight from the astounding growth of the company's new-business department within a relatively brief period. Having started with but three men, it now required a much augmented force to look after its

rapidly growing field. Hence, it was decided that the best way out of the difficulty would be to present a full and free exposition of the situation to the company's customers and rely on their innate sense of fairness to render a favorable verdict.

COMPANY WANTED TO MAKE EVERYTHING PLAIN

As its general manager and official spokesman, Arthur Hewitt undertook to prepare the case, using as his medium of presentation the company's own paper, the "Gas News," with its circulation of 95,000.

In planning his "brief" Mr. Hewitt anticipated almost every known grievance and answered each candidly and with strict impartiality. There was no attempt made to hide, evade or gloss over any charges which in the past might have been levelled at the company or its methods. Each complaint was raised up fearlessly and as promptly knocked down.

"You mix gas with air so as to increase its value," the public had said.

"What chance have we to do that when it is known than even one per cent of air mixed with gas would diminish the illuminating power of the gas about six per cent?" was the reply. "Besides, as the Canadian Government has fixed the standard candle-power of gas to be supplied, and has in force a rigid system of inspection, it would be a most expensive experiment for gas companies to permit the introduction of air at all."

"Your meters work for you," persisted the public.

"How can that be?" retorted the company. "Every single meter is Government tested, and only those which are found to

3/4 of All California

English Reading Families Take The

San Francisco Sunday Examiner

or

Los Angeles Sunday Examiner

The Proof

U. S. Census Bureau Estimated Population
Non-English Reading (Foreigners, Illiterates, Etc.)

2,757,895
551,579
2,206,316

Equivalent in Families

484,947

Audit Statements Show:

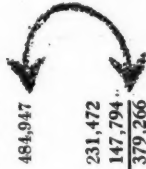
San Francisco Sunday Examiner Circulation
Los Angeles Sunday Examiner Circulation

231,472
147,794
379,266

M. D. HUNTON, Eastern Representative
American Circle Bldg., New York

W. H. WILSON, Western Representative
Hearst Building, Chicago

Members Audit Bureau of Circulations



conform accurately to the strict standard of measurement can be legally installed."

Other accusations taken up in their turn and conclusively dealt with were those relating to the measurement of gas and the integrity of the company's officials. Instances were quoted where large bills had been discovered to be the result of a customer's own carelessness or neglect. This was corroborative evidence which could not be ignored.

An interesting parallel was drawn between the gas meter and the grocer's scale. "In both cases," it was pointed out, "the goods are sold by measure and either measure may very easily be verified. The gas bill, therefore, should not be any more an object of suspicion than the grocer's bill. Again, being a machine, a meter may not be always absolutely accurate; yet, being a machine, it can be depended upon to do the same thing in the same way any time. It is as accurate and reliable as an eight-day clock. It is not infallible, but it is as certain to be right as a fine watch is to keep good time."

COMPLAINTS NOW ARE FEW

After such a straightforward and businesslike reply, even the most skeptical of kickers must perforce accept the company's vindication as complete. And that is what exactly happened. The volume of complaints began to diminish at once. When later the article was reprinted in booklet form and given wide circulation, it was reduced still more, until today out of a list of 105,000 customers—more than the City of Toronto has for water—less than one-tenth of one per cent complaints are received on a yearly average—without doubt a far smaller percentage than the average grocery store receives. Now, when a complaint reaches the company, regarding an alleged overcharge, it either hands out or sends out a copy of the little booklet, entitled, "The Sale and Purchase of Gas," with its letter of reply; and usually that

is the last heard of the complaint.

The following extract taken from the booklet shows how thoroughly and yet concisely it endeavors to cover the ground.

"Whenever a gas bill is abnormally large there is some satisfactory and complete explanation for it, if all the facts and circumstances connected with the case can be ascertained. Rest assured that the gas company is not trying to cheat you. When you find a sudden or unusual increase in your bill ask yourself:

"1. Whether the weather has not been unusually dark or cold, or both.

"2. Whether you have had sickness in the house.

"3. Whether you have not had company during the period.

"4. Whether it is not possible that servants or others may not have used more gas than you are aware of.

"5. Whether any additional gas appliances have been installed during the period.

"6. Whether you cannot recall some other circumstance or occurrence that will account for the increase in the bill. If you cannot, then go in a proper spirit to the gas company, who will gladly help you to find the cause. If they find that a mistake has been made, they will cheerfully correct the error."

Aside from its primary purpose of justifying the rates, the little book has performed a distinctly useful service by demonstrating clearly that the gas company is anxious to do business on a basis of fair dealing and satisfactory service. So that, after all, what at first looked like a source of trial and tribulation has been converted by tact and good judgment into a prevalent belief in the justice and soundness of the company's methods. A large share of the credit, however, must go to the "Gas News," which with its monthly articles on new uses for gas and practical suggestions for the prevention of waste, has done much to dissipate the unfriendly spirit which at one time manifested itself.

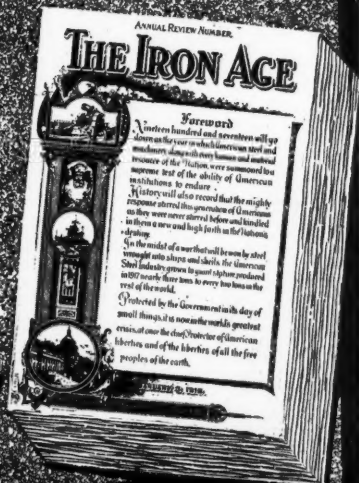
848 PAGES IN THE IRON AGE

THE 1918 Annual Review Number of the Iron Age, out today, contains a total of 848 pages.

There are more than 1600 individual advertisers represented in this important issue, which is indicative of the wonderful strength of the Iron, Steel, Foundry, Machinery and Metal-working Industries, where The Iron Age is the acknowledged standard authority.

It represents the largest trade journal ever published and is an overwhelming testimonial to the importance and prestige of its editorial and advertising columns.

The Iron Age's readers,—men with buying authority—consult the advertising section daily in order to solve purchasing problems.



The Iron Age
230 W. 39th St.
New York City

REVISION
OF
THE ADVERTISEMENT RATES
FOR
JOHN BULL
BRITAIN'S
MOST POWERFUL JOURNAL

THE increase in the circulation of "John Bull," coupled with the rising cost of production, render it necessary for us to announce the following change in our advertisement rates.

Commencing with the issue dated February 2nd, 1918, the charge for trade announcements will be at *pro rata* of

\$1,250

PER PAGE

Recent circulation figures are:—

September 1	. .	1,449,342
October 6	. .	1,654,812
November 17	. .	1,728,495

Our new rate works out at less than 73 cents per page per thousand, and the journal is still the cheapest-rated periodical in the world.



PHILIP EMANUEL, *Advertisement Manager*
ODHAMS LIMITED
85-94, Long Acre, London, W.C.2, England

Changing the Public's Ideas About Silk as a Luxury

Concerted Action by Manufacturers Probable—To Prove Their Product Is Valuable Wool Substitute and Should Be Bought in War Time

THAT famous list of 525 "less important" products continues to be locked securely away in a desk at Washington; and it seems probable that it will never see the light of day.

Even if it does not, it has served a very useful purpose, for it has set thousands of manufacturers all over the country to thinking about this whole question of "essential" and "non-essential" and has brought a clearer realization of how the industries of the country are bound up, one with another, so that a business which may seem to be "non-essential" to the ultimate consumer may be very essential to other vitally important industries.

That such a list could ever be compiled is proof positive that some manufacturers have been too careless about the public opinion in regard to their goods. Like the public utility corporations in the old days, they have felt that it didn't matter how people regarded their products, as long as net annual profits still remained at the proper high-water mark. There is no doubt that many of the black sheep among the proscribed 525 would never have got on the *index expurgatorius* at all, if the manufacturers of those products had gone to the public long ago with their story, and had made people realize the real value, solid utility and "essentiality" of their goods.

Take, for example, silk. For a whole generation the idea of silk has been associated in the American mind with *luxury*, and the silk makers have complacently permitted this to be so. When the writer was a boy on an Iowa farm, any woman who actually indulged in the sybaritic extravagance of silk stockings *the week around* was felt to have reached an acme of luxuriousness which

was practically depravity. In New England, on the other hand, mother's black silk dress was the symbol of respectability, yet was still deemed such a luxury that it was only donned on state occasions. Even Shakespeare found no apter expression for the proud recklessness of the improvident than "rustling in unpaid-for silk." If you stopped ten average citizens on the street to-morrow and said, "Is silk an essential product?" it is likely that you would get a pretty large percentage of replies in the negative.

HOW SILK MAKERS REASON IT OUT

Yet this shows very clearly the danger of hasty generalizations as to the importance of products, made by men not intimately acquainted with the businesses involved. For the silk men of this country, as officially represented in the Silk Association of America, believe that not only is the maintenance of the silk industry a vitally essential element in national warfare, but that it is of the utmost importance that even more silk should be used by the consuming public in the future than in the past. This action is urged, not from any selfish business standpoint, but as a movement of prime importance to aid in conserving the wool supply. Of this latter precious material there is not enough to go 'round, as we all know; and the Government has recently come down with an iron hand on the unrestricted use of wool for civilian clothing. The silk makers point out that in almost all cases silk can be substituted for wool in making women's garments, and that the cost to the consumer, with wool at its present sky-high prices, is no greater, while the wearing qualities of silk, its beauty and adaptability, leave nothing to be desired.

The silk men are co-operating with the Government in every possible way; and it is reported that at the present time a plan is under consideration for an extensive educational campaign to popularize silk more completely with the consuming (feminine) public. The silk men do not wish to make a definite statement just at this time as to their intentions, but it is understood that if such an educational campaign is launched in the near future, it will be done solely on a patriotic basis, and one of the strongest arguments set forth will be the necessity for the conservation of wool, for which silk will be urged as a substitute. In fact, some individual silk manufacturers are already carrying individual advertising copy of this character in trade publications.

Even in the winter time, the silk men say, there is no reason why women should need to wear woolen dresses. They urge that in steam-heated apartments, for example, a silk dress is quite warm enough for indoor wear, and that heavy outer wraps, to be assumed for outdoor wear, worn over a light-weight dress or suit, form the ideal combination.

For the silk manufacturers to start a co-operative educational campaign would not be breaking new ground for them, as readers of *PRINTERS' INK* are aware. About eighteen months ago the manufacturers of silk thread, who constitute one group of the Silk Association membership, inaugurated a \$60,000 co-operative campaign to teach the public that it should buy garments sewn with silk. This campaign was pushed in a vigorous way with good-sized space and telling copy.

PUBLICITY, THUS FAR

While the educational campaign on behalf of silk as a utilitarian wool substitute has not yet got under way, quite an extensive publicity drive has already been made by the Silk Association of America furthering this idea. A bulletin recently sent out to publications contains a resolution drawn up by the Association's board of

directors, calling upon the members "to join in an undivided effort to sustain the Government in its employment of all the country's resources . . . and to plan the production of fabrics best calculated to supply the needs of the public with the least expenditure of the aforesaid resources, and confine the use of their machinery to the making of articles of utility which can serve as useful material." This press bulletin also contains a brief on silk as an article of utility, pointing out that "the fact that silk is beautiful does not at all impair its usefulness." Some of the arguments in favor of silk are put as follows:

"A silk dress costs less than a woolen one, and a silk waist costs less than the better grades of cotton ones. No other costume has so wide a range of uses as has a silk one. It can be used throughout the day and evening without change and is suitable for all occasions. It is available for summer and for winter, and it has unequalled wearing qualities. For reasons of economy, as well as for its general utility and beauty, it has become the favorite of the women.

"On the other hand, wool is the only suitable fabric for military wear. Our soldiers and our sailors must have it. They cannot fight and they cannot live without it. Wool is terribly scarce and very costly, and it must be conserved and used only where vitally needed. Cotton also is called for in an unprecedented way, and its cost has been multiplied. It must not be applied to unnecessary uses.

"For these two textile fabrics, which are of such vital need in conducting the war, there is no substitute so satisfactory and so available as silk.

"The silk industry is now called upon to do its part in supplying war material, and the Government is calling and will call for enormous quantities of various silk materials, for which there are no satisfactory substitutes. Millions upon millions of yards of silk noils cloth are needed for the making of cartridge bag cloth for the use of the artillery of both the army and the navy. Silk cloth is used to an enormous extent in Europe for airplane wings, and it will certainly be so used by America. Sewing silk is largely used both for clothing and for shoes. Silk neckcloths are used by the navy. Silk is the material for our flags and banners.

"The cartridge bag cloth and airplane cloth are made from noils and from spun silk, which are, so to speak, by-products of general silk manufactures, and which would not exist if making of reeled silk and its products were arrested. These supplies simply must be had.

"The silk industry puts a relatively small burden upon the transportation routes. Its raw material and its finished product are compact and of high

The
February Edition
of
THE MOTHER'S MAGAZINE
is
the largest
in its history

THE GEORGE E. COOK COMPANY

George E. Cook
President

S. Keith Evans
Vice-President

Thomas Jones
Secretary-Treasurer

95 Madison Avenue, New York

THREE MONTHS AT A GLANCE*Calendar Delayed*

EMERGENCY GOVERNMENT ORDERS FROM THE ARMY, NAVY, TREASURY, AND FOOD DEPARTMENTS, also Red Cross and Y. M. C. A., have made the heaviest demands upon our plant and force. As this material was needed in one way or another to prosecute the war, we recognized our obligation to put all our facilities at the Government's disposal.

We therefore put aside the production of our own advertising material usually sent out at this season to render the most complete possible service to the Government and to our regular customers.

This will necessarily delay the issue of our most popular product, the Three-Months-at-a-Glance Calendar. However, we promise its production as soon as the rush will release our presses, and ask the indulgence of friends throughout the country.

Buyers of advertising material are advised to place orders as far in advance as possible, to avoid the inevitable delays which will occur through difficulties in transportation, labor, power, and through shortage in many lines of raw material.

A M E R I C A N
L I T H O G R A P H I C C O.
N E W Y O R K C I T Y

Creators of COLORGRAPHIC Advertising
(Reg. U. S. Pat. Off.)

unit value. There are no great bulky masses to be moved, as is the case in so many other industries. Even the consumption of coal is relatively light, for the reason that the machinery used is light and does not require great power for its operation. Although a considerable amount of heat is required in dyeing, it is not larger than in other textile industries. In most of the mills the heating of the buildings is done by the exhaust steam from the power plants. If the plants were to be stopped they would still have to be heated to prevent serious deterioration, and the heat used for this purpose would have to be obtained by the burning of coal which would not be also utilized for power. This would greatly diminish the coal economy in stopping.

"With the notable exception of the local development in and around Paterson, N. J., the silk industry is widely scattered through small towns in the Eastern states. For the most part, the factories are not located near to other industries which are engaged in producing munitions of war, and if they were to cease operations the employees would suffer great hardship and be without employment. Many individuals would no doubt migrate to other places in search of work, but whole communities cannot be transplanted. An attempt to do it would create desolation and want in many localities. This is all the more true, as about sixty (60) per cent of the wage earners in the silk industry are women. The removal of women and the inevitable breaking up of homes and families, which must accompany such an act, would be only a little less tragedy than the exile of the Acadians or the deportations of recent times in Europe. If accomplished, the resulting disorganization of the social and the industrial organization would be so great that it would be the work of years to repair the damage."

Some interests in the silk field want any advertising campaign which may ensue to emphasize the "Made in America" appeal, and urge the advantage of home silks over those imported from abroad. Whether this line of argument will be taken or not apparently depends on whether such an appeal is decided to be harmonious with the greatest assistance to the Government in conserving its resources of wool, since that, the silk men emphasize, is to be the dominant motif in the advertising should the campaign go through. In the event that the work should be carried on instead by individual campaigns over the signatures of the various silk manufacturers, the character of the appeal will, of course, be "up to" the individual, and will be based largely on the character of goods his own

mill produces. In general, there is a tendency all through the trade at present to get away from overfancy fabrics, patterns and colors, and produce silks in which the utilitarian motif is dominant.

This action, it should be noted, is entirely voluntary and in response to the sober sentiment of the buying public, and is not actuated either directly or indirectly by any suggestion from Washington tending toward the possible "standardization" of silk because of war conditions. Although a newspaper report on Monday of this week stated that the Commercial Economy Committee of the War Industries Board was contemplating the standardization of silk, as well as clothing, shoes, men's shirts and neckwear, the silk trade does not put much credence in the probability of such action. "There is a surplus, not a deficiency, in the supply of raw silk," reported one authority. "Why in the world should an attempt be made to put the industry on short rations? It requires as much labor to make one sort of silk as another. We cannot, therefore, believe that this suggestion is being made seriously, when no similar action is reported in regard to the making of woolen dresses, though there is a real shortage of wool."

This whole question of bringing the public to realize the real usefulness of a product which has in the past, through the manufacturers' own negligence, been allowed to stand as a "useless" one, is of the keenest interest to other makers of products which have not, in the past, been presented to the public in a fair light. Whether or not the efficacious aid of advertising should be called in is something for each industry to decide for itself; but at any rate, this possible solution of the problem is certainly something well worth thinking about.

Advertise New Auto Lens

The C. A. Schaler Company, of Waukegan, Wisconsin, maker of Schaler vulcanizers, is marketing an automobile lens called "Roadlighter." A campaign has started in automobile trade papers.

Some Conditions the Seller of Advertising Is Up Against

THOMAS G. PLANT COMPANY
MAKERS OF
THE FAMOUS "QUEEN QUALITY" SHOE

BOSTON, MASS., Dec. 27, 1917.

Editor of PRINTERS' INK:

The waste of paper, postage and effort represented in one morning's mail is appalling.

Advertising departments everywhere are working short-handed. Managers have shouldered additional burdens on account of shortage of help. Careful managers are "microscopically" examining advertising expenditures and endeavoring to eliminate waste. Mailing lists are being cut down and every needless thing eliminated. Do you blame a man for complaining when he is confronted by such evidences of waste as are represented by the mail solicitations?

We have committed to the waste-paper basket this morning the following list of stuff:

- Five-page fac-simile letter, under six-cent enclosure, from advertising agency.

- Letter from printer with four-page folder and return envelope.

- Three house-organs under four-cent enclosure.

- Four-page Farm Paper circular.

- Four-page paper from machine manufacturer.

- Bulletin (four pages) from a Publishers' Association.

- Advertising solicitation letter (two pages).

- Circular from agricultural paper (two pages).

- Six-page booklet from printer.

- Letter and return postcard from electric sign company.

- Letter and rate card from publisher.

- Postcard from publisher.

- Four-page printed circular from paper manufacturer.

- Sixteen-page booklet from newspaper.

- Sixteen-page booklet from publishers of a woman's magazine.

- Four-page circular and return card from advertising service bureau.

- Christmas greetings from a newspaper, manufacturing company, engraving company, advertising agency, sign company, engraving and electrotyping company.

- And a peck measure of Christmas cards.

These solicitations continue to come, notwithstanding we have indicated to the senders, politely, that we are not interested, and have tactfully suggested that they might discontinue solicitation.

Christmas greetings from personal friends are nice pleasant remembrances, but when one finds in his mail dozens of them that have no message except, "Give me some of your business," they lose flavor.

The time required to look through

this mass of printed matter amounts to a lot. Time counts in Dollars and Cents these days. Every minute lost out of an advertising man's day means something to his employer. Every scrap of paper wasted means scarcity of supply and higher cost. Every postage stamp wasted means loss to somebody somewhere. Why do these over-ambitious direct-by-mail solicitors continue to indulge in riotous extravagances?

Government departments are not exempt. Have you noticed the waste represented by the "Save Food" bulletins sent out? Which is the greater waste, the man who squanders paper or the man who fails to lick his plate?

It seems to me that we are approaching a situation that will demand a Hoover that will "out-Hoover" Hoover.

THOMAS G. PLANT COMPANY.

R. L. PRATHER,
Advertising Manager.

Advertising Campaign to Encourage Sheep and Swine Raising

An advertising campaign to encourage farmers in raising more sheep and swine is now being carried on in farm papers and the country press in the State of New York. According to H. H. Charles, the New York advertising agent, the work is being done in connection with the Patriotic Farmers' Fund, which will finance farmers who wish to purchase sheep or swine for breeding purposes. The advertising campaign is educational in character, and explains how the farmer may secure the loans (up to \$300 for sheep and \$100 for swine). These loans are made through more than 300 state banks, upon the farmers' unsecured notes, to men having the approval of local loan committees.

To Assist in Red Cross War Drive

Frank Seaman, Inc., New York, has released Clarence B. Newell to assist George S. Fowler, executive secretary of the forthcoming Red Cross War Fund Drive which is to start soon. His duties will lie in the direction of advertising and promotion work.

Mr. Newell's connection with the Seaman agency will not be severed.

B. J. Beardsley to Develop New Mail-Order Enterprise

Burdette J. Beardsley, for five years vice-president and advertising director of the Charles William Stores, New York mail-order house, of which he was one of the founders, resigned effective December 31, 1917. He expects to remain in the mail-order business and develop a new mail-order enterprise, selling general merchandise by catalogue.

The Publishers of
SCIENTIFIC AMERICAN
announce the appointment
of
GRAY CRANE
as
Western Manager.

Munn & Company, Inc.

Woolworth Bldg.
New York City

Peoples Gas Bldg.
Chicago, Illinois

"All in a Day's Work" No. 2

37,500 Liberty Loan Cards Multigraphed, Addressed and Mailed in 10 Hours



TWO DAYS before Uncle Sam rang down the curtain on the First Liberty Loan drive—at two o'clock in the afternoon, to be exact—we received a hurry call for 37,500 "Buy-A-Bond" cards, which had to be posted before midnight. By midnight, every single one of them was in the mails, ready for action!

This service was appreciated to such an extent as to elicit the special commendation of Mr. Bennett M. Tousley, Chairman of one of the Bureaus of the Liberty Loan Committee.

WE DO

- (1) Multigraphing
- (2) Typewriter printing
- (3) Printing
- (4) Engraving
- (5) Addressing
- (6) Folding
- (7) Sealing
- (8) Stamping

—everything up to and including actual mailing. We take the entire responsibility on our hands, relieve yours of detail. And our fees are moderate, commensurate with services rendered.

Write to-day for free folder "How to Save Postage."


To quote from a recent letter :

"I am not surprised at the service which you rendered us in this instance. In all of the publicity campaigns with which I have been associated, you have indeed measured up to your slogan,

'An organization keyed to the unusual.'"

Is timeliness an important factor in the success of that mailing piece you are now planning? Let us show you how a real organization co-operates:—

***"An Organization Keyed
to the Unusual"***

THE  CORPORATION
47 W. 42nd St., New York
Phone Vanderbilt 2050-51-52-53

Advertising Stimulates Enlistments in Aviation Section

Through the Aid of the Business Press Over 20,000 Skilled Workmen Have Been Secured for This Branch of the Service

THE committee recently appointed by the Associated Business Papers, Inc., to co-operate with the War Department in securing skilled mechanics, artisans and other expert assistants for the aviation section of the Signal Corps, launched a vigorous advertising campaign for recruits, which in one month yielded surprising results. The first of the advertisements, bearing the headline "Over There," was sent to a list of 350 business papers published in different parts of the country. It

was written by Roy F. Soule, editor of the *Hardware Age*, and illustrated with a striking patriotic poster cartoon by Louis Fancher. The text was characterized by vigor of expression, by patriotic fervor of appeal, and by graphic presentation of facts that put the message across in the strongest kind of way. Its directness and intimate form of address compelled attention from the opening paragraph. This paragraph reads as follows:

"Say, you red-blooded fellow over here, take down the receiver and listen to a line of talk that ought to get under the hides and into the hearts of men of your brand. You are a skilled man. You have been fighting life's game in a country where every man has an even chance to make the most of himself. You are an American, and all you are, and all you

hope to be, reflects to the credit of democracy. That democracy is being assailed by the most damnable foe that ever fired a cannon, that ever drove home a bayonet, that ever ravaged a neutral State, that ever sunk a hospital ship, that ever shelled women and children in life-boats, that ever cut the right hands off boy children in captured territory, that ever raped women by the thousand, that ever lived to fasten its demon clutches on the throat of civilization."

The advertisement then went on

to tell of the importance of the Aviation Corps; how it has often been said, by men who ought to know, that the war will be won in the air; and to emphasize the Government's need of skilled men in this section of its war forces. It winds up in this sledgehammer fashion:

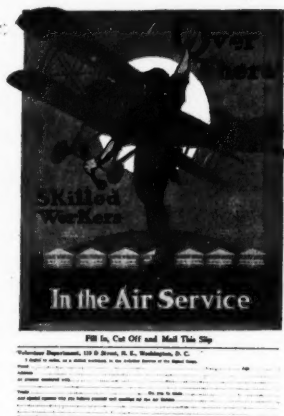
"Do you drive an automobile? Thank God if you do, and sign the blank printed below.

"Do you know anything about a gasoline engine?

Thank God if you do, and plaster your name on the blank.

"Are you a machinist or a machinist's helper? Thank God that your time has been spent in learning a useful trade, and put your signature to the blank, firm and right in your conviction that it is the greatest act of your life.

"Do you know skilled men, and have you any influence with them? If you have, put that influence to



POSTER-FORM OF ONE OF ADS IN BUSINESS PAPERS

work; put your shoulder to the wheel, remind yourself that war is now the business of America, and that we are threatened with all those things Germany has taught the world to expect from her. Spot your skilled workmen, and if they are not working on war essentials, shoot some of your brand of Americanism into them.

"Men of draft age, if these remarks reach you, reach for your hat and start for the nearest recruiting station and enlist in the Aviation Section of the Signal Corps. You can't enlist after December 15."

Reports thus far received by the committee indicate that a majority of the 350 business publications printed the advertisement. Before the ad was published, personal letters were sent out by each of the editors to a number of their advertisers who employ skilled mechanics, to get the men of draft age in their shops together and point out to them the advantages of getting into the Aviation Section.

Now as to results. Since the appearance of the "Over There" advertisement, over 20,000 men have enlisted for aviation work. In Newark, N. J., five times more men have enlisted than for all other branches of the service during the last two or three weeks. Reports from other cities are not available. The chief signal officer has informed the committee that the quota which it was hoped would be obtained has been exceeded by nearly a hundred per cent.

Drug Trade-Mark Held to Include Cigars

The right of a manufacturer to apply a "family" trade name or mark to a group of products not of the same nature was involved in the case of the Peninsular Chemical Company, of Detroit, against Samuel Levinson and others, of Cincinnati, in which a decision has been handed down by the United States Circuit Court of Appeals at Cincinnati. The court reversed the decision of the district court, which denied the right of the plaintiff to an injunction restraining the defendants from selling a cigar under the name "Penslar," used by the plaintiff, and the case was remanded for a decree

prohibiting the Levinson firm from using the word "Penslar" as a brand for cigars, and from representing the cigars made by it are made by the Peninsular company, or that the Peninsular company has any interest in the Levinson concern.

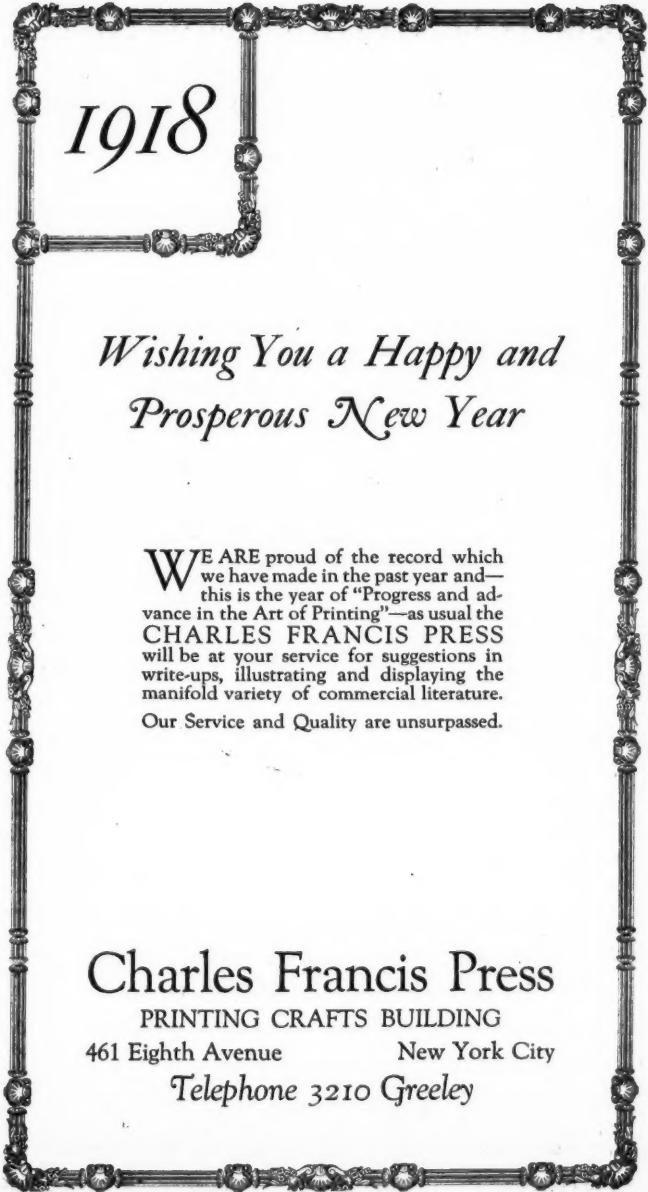
The district court took the ground that as the Peninsular Chemical Company is a manufacturer of drugs, toilet articles and other goods intended for distribution to the drug trade, its "family" trade name of "Penslar" could not be extended to cover cigars as well. The court of appeals apparently agreed with this finding, as far as its general application goes, on the authority of similar cases which have arisen in the past in the United States courts, such as the famous Onyx trade mark case, where knit underwear was held to be a proper subject for the extension of the mark first applied to hosiery, because all of the products were of the same general nature. In the Peninsular case, however, the appellate court ruled in favor of the plaintiff on account of the element of unfair competition involved, and not because of the infringement of the trade name. It pointed out that, according to the evidence introduced, the Levinsons had not only used the name "Penslar," which they might have had a right to do, but represented that their "Penslar" cigars were actually those of the Peninsular company, or that they were marketed under the sanction and approval of the Peninsular company. It was also shown that the Levinson firm had placed a cigar in the market in the drug trade under the name of "Lyll," which, it was alleged, was a trade name used by another firm of manufacturing druggists in Detroit; and evidence was introduced tending to show that the defendants were planning to sell "Rexall" cigars of their own make to "Rexall" druggists. This evidence tended to show, the court remarked, that the business of the Levinsons in these respects was based on "express and deliberate fraud," and it was on this ground, resulting in unfair competition, that the injunction was issued.

Du Pont's New House-Organ

"Vertical Farming," a house-organ of E. I. du Pont de Nemours & Company, Wilmington, Del., will be superseded this month by the "Du Pont Magazine," a new publication with a broader scope. The new periodical will be devoted to the advancement of all the du Pont interests, including chemicals, Fabrikoid, Py-ra-lin, paints etc.

Chas. R. Cassidy with A. I. S. C.

Chas. R. Cassidy, who has been associated with the Philadelphia *North American*, is now associated with the publicity department of the American International Shipbuilding Corporation, which is constructing ships at the Hog Island Shipyard.



1918

*Wishing You a Happy and
Prosperous New Year*

WE ARE proud of the record which we have made in the past year and—this is the year of “Progress and advance in the Art of Printing”—as usual the CHARLES FRANCIS PRESS will be at your service for suggestions in write-ups, illustrating and displaying the manifold variety of commercial literature. Our Service and Quality are unsurpassed.

Charles Francis Press

PRINTING CRAFTS BUILDING

461 Eighth Avenue

New York City

Telephone 3210 Greeley

New York State Standardizes Grades of Bulk Goods

It Thus Puts an Official O.K. Upon the Principle for which Trade Marking Stands

By John Allen Murphy

WHAT might be regarded as an inferential endorsement of the branding and package method of selling goods is the recent mandate of the New York State Food Commission which goes into effect on January 10. This ruling makes it obligatory for certain New York dealers in some fifteen articles of food, now largely sold in bulk, to display placards giving the grade, quality and retail price of the product.

The primary purpose of the rule is to prevent that small minority of retailers who may be inclined to indulge in profiteering from getting an excess price for those foods the value and grade of which the consumer has no means of knowing.

While the law applies to package goods as well as to those sold in bulk, nevertheless it may be looked upon as a victory for the trade-mark principle of merchandising. Its object is to compel retailers to let people know exactly what they are buying. That is the very thing that advertisers have been doing for years. They have standardized their products as to quality and in so far as possible to price and have put a brand on them for the identification of the consumer. This has made buying both easy and safe.

With unbranded goods, however, conditions were entirely different. Consumers had no way of telling what they were buying. Even the dealers themselves did not always know what grade they were offering. Men connected with the Food Administration and with the various state and city food commissions and boards have been quick to recognize this situation. This present instance seems to show their attitude on the whole question. How consolingly

different it is to the stand taken by ex-Mayor Mitchell's committee three years ago, who, it will be recalled, came out flat-footedly against packaged goods.

The ruling of the Commission reads in part as follows:

"1. Every retailer in New York, Bronx, Kings, Queens, Richmond, Suffolk, Nassau and Westchester counties dealing in bread, butter, American cheese, cabbage, corn meal, dried beans, eggs, macaroni, milk, oat meal, onions, prunes, potatoes, sugar and wheat flour, during the whole of the time such foods are exposed for sale in a retail store or market, shall affix a sign to them or place a sign near them, as follows:

"Where such food is exposed for sale in a container, and the container is sold with the food, a sign stating the kind, grade and retail price of the contents shall be affixed to, or exhibited as near to the food as possible.

"Where such food is exposed for sale in a container, but the container is not sold with the food, a sign shall be affixed to the container stating the kind, grade and retail price for a definite weight, measure or numerical count at which the food will be sold.

"Where such food is neither kept nor sold in a container, a sign stating the kind, grade and retail price for a definite weight, measure or numerical count at which the food will be sold, shall be affixed to the food where exhibited or shown at the part of the store or market where the food is exposed for sale, and as near to the food as possible.

"The term 'grade' as herein used shall mean the grade under which the food was bought by the retail dealer. A statement of

A Paper of "Built-In" Quality

FROM first to last, every process
in the manufacture of Colonial
Offset is directed at quality.

COLONIAL OFFSET

is a member of a famous and well
received paper family. It is born
of experienced organization and
the best grade materials. Brains
and art go into its manufacture.

This explains why its use means
the elimination of lint or fuzz on
the press blankets and why it
holds true to register when multi-
colors are run.

Enhances all the advantages of
offset printing.

BERMINGHAM & PROSSER CO., Inc.
CHICAGO KALAMAZOO NEW YORK

Without Comment

WM. WRIGLEY JR. COMPANY

5 NORTH WABASH AVENUE

CHICAGO November 3d, 1917.

Mr. James T. Downey, Pres't.,
National Railways Advertising Co.,
508 Kesner Bldg.,
Chicago, Illinois.

My dear Mr. Downey:

As you know, we have carried car cards and posters on the various Chicago Elevated Railroads for twelve years continuously and it's due you to say that since you have been in charge, it is the opinion of the writer that our display has increased in value, on account of the cleanliness of the bulletin boards and the blending of the various colored cards in the cars that has taken place under your management.

We now feel that we are obtaining 100% efficiency out of the money we spend on your roads.

Very truly yours,

WM. WRIGLEY JR. COMPANY.

Per

Wm. Wrigley Jr.

Pres't.

such grade will comply with this rule if made in good faith.

"Such signs shall be written or printed plainly in the English language, in letters large enough so they may be read ten feet away, and placed where they may be seen easily by the buyer. If one-third or more of the retail dealer's customers speak a foreign language, such signs may be written or printed plainly in that language also."

The ruling has been approved by the United States Food Administration, the Federal Food Board for the state of New York, and has been promulgated by the State Food Commission under the authority given it in the act creating the body. For the present only the dealers in the counties in and around New York will be asked to observe the law. Later on, however, when the Commission has perfected its up-State organization, the law will be in force there also.

Ten days after its legal publication the rule acquires the effect of a statute and any violations of it will be strictly punished.

Originally it was the plan of the Commission to have dealers attach a label to the goods which they sold. This label would indicate the quality, grade and price of the product and would be equivalent to receiving a guarantee from the retailer that the article was what he represented it to be. Merchants, however, protested vigorously against this plan, claiming that it would add greatly to their burdens and increase their cost of doing business. The method adopted is a modification of the original. Its effectiveness will be tested out and later on should it become necessary the number of commodities to which it applies may be considerably increased. Fresh meat, for example, may be put on the list.

Retailers will designate grades, according to the way that the wholesalers or manufacturers invoice the commodity to them. The usual commercial names are the ones that will be used. The

The making of an ideal seedbed with a tractor and tractor-drawn implements is an easy task.



Tractor Priority

The General Priority Board, without hesitation, classifies tractors as essential motor vehicles.

The tractor's aid on the battle front and its greater service on the food-raising front are now nationally recognized.

National interest turns thousands of new tractor owners and prospects to **Power Farming** for the latest, reliable information on the farm power plant and its possibilities.

Here is the wealthiest, most progressive farm audience to be found—self-selected, eager, receptive.

Farmers who were buying motor cars two years ago are buying tractors now. They have plenty to spare for other advertised products.

They are looking to **Power Farming** for guidance. You can follow the tractor to the farm through the same guide.

Not The Largest Farm Market
—But The Richest

POWER FARMING
St. Joseph, Michigan

NEW YORK

CHICAGO

Barnhill & Henning
23 E. 26th St.
Mad. Sq. 5084

F. W. Mass
Marquette Bldg.
Randolph 5527

Member A. B. C.

POWER FARMING

Established 1914

A MAGAZINE
OF FARMING WITH
MECHANICAL POWER

The New REPUBLIC

Events of world-wide importance are bred from hour to hour. It is the purpose of THE NEW REPUBLIC to forecast, to interpret and to analyze these events—to think with the times and with the people who are its readers.

Because THE NEW REPUBLIC is issued weekly—because of its extensive means of gaining valuable information it is constantly attracting wide and earnest attention. In the last twelve months articles and editorials appearing in THE NEW REPUBLIC were quoted more than 10,000 times in newspaper editorials. THE NEW REPUBLIC is of prime importance to the intelligent, progressive student of the changing world.

The 36,000 men and women who pay \$4 a year for THE NEW REPUBLIC buy it for the simple reason that no other magazine fills its place. There is nothing else to duplicate THE NEW REPUBLIC. In its columns you talk to more than a passing throng. There are no waste copies of this modern American weekly.

CIRCULATION

36,000

Net Paid

Rate \$150. per page, 35c a line

J. E. Dumars, Ad. Mgr.,
421 W. 21st St.
New York City.

Russell L. Ray, Western Mgr.,
Room 315 People's Gas Bldg.,
Chicago, Ill.

prices to be charged are those announced by the Commission.

Package products as well as bulk goods have to be placarded, principally because of the requirement that the price be stated. It is unbranded merchandise, however, that gave the profiteering-retailer his greatest opportunity and it is at this condition that the new ruling is chiefly aimed. For instance, there are a number of grades of beans. The average consumer doesn't know one from the other. It would be easy to sell her the poorest grade at the price of the highest grade. Furthermore if she liked the kind that she purchased one time and wanted to buy it again she wouldn't know what to ask for. The chances are that the next time she might get something not so satisfactory. The Commission termed this condition as "detrimental to the public interest." It deprecated the practice of selling "certain necessities in kind, quantity and quality other than their true kind, quantity and quality." Hence the law. Truly it gives important sanction to the principle of trade-marking and honest branding.

New Name Is "Railway Age"

The name of the *Railway Age Gazette*, New York, will be changed to the *Railway Age*, effective with the issue of January 4. The *Railway Age* and the *Railway Gazette* were consolidated in 1908 and the name became the *Railway Age Gazette*.

Newmyer Aids W. S. S.

A. G. Newmyer, business manager of the *New Orleans Item*, has been appointed War Savings Stamps State Director of newspaper and periodical publicity for Louisiana and Mississippi.

Paris Leaves Hampshire Paper Company

D. E. Paris, merchandising manager of the *Hampshire Paper Company*, South Hadley Falls, Mass., has become associated with Barrett Smith, Boston.

To Publish Sunday Paper in Akron

The first issue of the *Akron, O., Sunday Times* will be published on January 6, to be put out by the publishers of the *Evening Times*.

TRACTOR SHOWS

MINNEAPOLIS
February 2-9

KANSAS CITY
February 11-16

use our

TRACTOR SHOW ISSUE

Date—January 31

Farm Implement News
The Tractor and Truck Review

700 Masonic Temple, Chicago

Over 90% of tractor production and over 70% of tractor sales are in our special field. Ask for figures by States.

We devote far more space to tractor and tractor equipment subjects than any other publication in the United States.

Edited by experienced engine men.

Ask for free tractor book.

General Electric Company's Experience With Women Workers

Policies Governing Individual Selections—Men Supervisors Found Best—Some Curious Shortcomings

By John W. Upp

Of the General Electric Company, Schenectady, N. Y.

[EDITORIAL NOTE: At the recent meeting in New York of the American Society of Mechanical Engineers, the question of the employment of women in the metal working industries was discussed with keen interest. Mr. Upp's paper was read as a part of the discussion, and we reprint it as reported in *The Iron Age*.]

WE have been much surprised at woman's strength and endurance and are now willing and ready to assign her to duties which were until recently assumed to be entirely beyond the scope of her ability. We have found, however, that it is necessary to recognize some fundamental difficulties if women are employed in these unusual occupations. The carrying trays are so constructed that it is impossible for a woman to obtain a load that is greater than fifty pounds, except where the size of an individual piece makes such a limit impossible. Stools or chairs are provided where possible and short rest periods are found advantageous in many cases.

Careful attention must be given to the character of the women employed and more thorough investigation must be made of their references than in the case of men, for the employment of one undesirable woman will frequently destroy the usefulness of a large department. All the women working in any section must be acceptable to the other women or resignations with or without explanation will be apt to take place rapidly.

We also found early in our experience that women between the ages of 18 and 31 are more adaptable and learn more quickly than those who are younger or older.

We have not made any attempt to discriminate between unmarried and married women, except

that we have investigated every acceptable applicant with minor children to assure ourselves that she had means of having her family taken care of while at work in the factory.

We never add many women to a department at one time, as we have found it impossible for an instructor to give to each of many new employees sufficient attention to obtain satisfactory results, and usually nearly all those who have not been given the undivided attention of the instructor during the early days of their employment, resign, apparently having reached the decision that they could never learn. We attempt to instruct two women at one time on each machine tool, giving them alternate opportunities to operate the machine tool themselves.

EFFICIENT, ONCE THEY LEARN

We find it difficult to teach women to operate screw machines, but when they learn their work is as satisfactory as that of men; and on the lighter screw-machine work we are having the remarkable experience of finding their work more productive than that of men. We do find it difficult to teach women how to operate milling machines and we have had many failures, yet we have women operatives on milling machines doing high-grade work as efficiently as it can be done by men. We have found it difficult to teach women to operate lathes, but now have good women lathe operators in our employ. It has never been difficult to teach women to operate light punch presses, and although we have always considered heavy-punch-press work a man's job, we now have women operating heavy punch presses in an entirely satis-

BROOKLYN

now has the largest voting
population of any Borough
in Greater New York

Brooklyn and THE
BROOKLYN DAILY
EAGLE are synony-
mous to the Public
of Purchasing Power.

The Newspaper of Quality



The Medbury-Ward Co.
TOLEDO

Two, three and four color process plates of quality.

We could not make our plates any better, so we increased our production to meet the greater demands of our satisfied customers.

Our Plate Service Department will give you expert aid.

Write us today about our super-quality plates.

Take advantage of the larger service we can give you.

ANOTHER COLOR

The use of another color adds greatly to the attractive power of advertising matter.

Color printing costs more but the returns are greater. You can save on the cost of your literature by specifying TICONDEROGA EGGSHELL or SPECIAL MAGAZINE and have more money for copy, art work and printing.

TICONDEROGA

EGGSHELL BOOK

For all type of line reproductions

SPECIAL MAGAZINE

For halftone cuts in color

Let us send you printed specimens of both

TICONDEROGA PULP & PAPER COMPANY

Sales Office: 200 Fifth Avenue, New York City

factory manner. We have always considered the assembly work on some of our more important operations as being essentially the work of the man who had been trained as a mechanic; but we now find that when properly instructed women can do this work in a way that is entirely satisfactory to us.

It has been necessary to more closely supervise and inspect the work turned out by the women than by our regular run of men employees, for few women have any conception of the importance of dimensions or any judgment as to mechanical strength or requirements. But you can be sure that once a woman employee is taught how to use a gauge or learns what constitute satisfactory work, the good work produced in the afternoon will be exactly the same as that produced in the morning.

We have found it very difficult to teach women the difference between a dull and a sharp cutting tool.

As a rule, the best results are obtained when the supervision of work is under the direction of men, although as immediate superiors of the women other women can be used to advantage.

More attention must be paid to the appearance of the manufacturing departments when women are employed, for women are much more susceptible to surroundings than men. In shops where women work, the machines and floors are kept cleaner than in sections where men only work.

Difficulty with the clothing of women engaged in shopwork has been one of the most important problems we have had to solve. To settle the question once for all, the matter was submitted to the workers in a certain department for their own decision. We had had a few minor accident due to loose sleeves, uncovered hair and loose skirts, and it was evident that in order to protect our workers it would be necessary to adopt some type of clothing which would remove that indus-



Corn is King!

Long Live the King!

Uncle Sam is depending largely on corn to meet the shortage of cereals. He estimates the 1917 crop at 3,210,000,000 bushels—an increase of 627,000,000 bushels over last year's big crop. The average farm price of this corn on Oct. 1st was \$1.75. Corn-growing farmers will fare well this year.

Farm Life is published in the Corn Belt and goes into more than 400,000 farm homes, mostly in the corn-growing States. Our circulation is built on the confidence of its readers. It is a good medium to carry your message to farm folks. Rate—\$2 a line.

If you would like definite information about our readers' buying habits, send for our Data Book.

FARM LIFE

America's Greatest
FARM MAGAZINE

Spencer, Indiana

JOHN M. BRANHAM COMPANY, Advertising Representatives:
New York Chicago Detroit St. Louis



WE OFFER YOU SERVICE

Do you want to introduce your goods to 250,000 Italians in Philadelphia and vicinity?

Consult us about your campaign. We will support any advertising by merchandising service to reach the great Italian buying power covered by their favorite newspaper.

L'OPINIONE was the only daily in Philadelphia that supported the Republican Ticket in the recent city election. Readers and followers of **L'OPINIONE** gave the Republican Ticket a majority that carried the city.

This influence will sell your goods.

L'OPINIONE

The Only Italian Daily in Pennsylvania

George B. David Co., Inc.
CHICAGO - NEW YORK

L'OPINIONE has no connection with any other Foreign Language Newspaper



trial risk. We arranged for a conference with our employees in the department mentioned and left to them the selection of the clothes which they should wear. We explained to them the reason we were increasing the number of women, that it was necessary to have these women to take the places of men, that we intended to employ more and more women in the future, but that we could not forgive ourselves if we permitted their employment to result in accidents which might ruin their usefulness in future years. The conference was a most interesting one and the results were surprising; for of those who attended, 98 per cent voted, after a half-hour's consideration, to adopt a uniform factory costume. This has taken its place among other conventions and now receives no special attention. The stock-keepers are exempt from the regulation if they so desire. Many of them, however, have adopted the regulation costumes voluntarily.

THE QUESTION OF SEGREGATION

The segregation of operatives has been given a great deal of attention. We now arrange to have our women employees quit their work a few moments earlier than the men so that the women can leave the factory without confusion, but we are making no attempt to separate them from the men in the manufacturing departments. They of necessity work on adjacent machines, for when the man who operates one of a line of machines is called to military duty we cannot move that one machine from its desirable location, but we can train a woman to operate it. Where the number of women in a department is relatively small, the desirability of segregation is most evident, and if it were possible we would segregate operations; but it has not been difficult to entirely control the situation by proper supervision, and now that our men are becoming used to women workers the interruptions and confusion have practically disappeared.

SIGMUND LOEWITH
VS.
THE CONNECTICUT PRESS, INC.
(IN MATTER OF RECEIVER)
RECEIVER'S SALE OF PROPERTY OF THE CONNECTICUT
PRESS, INCORPORATED UNDER ORDER OF THE SUPERIOR
COURT.

} SUPERIOR COURT,
FAIRFIELD COUNTY.

Under order of the Superior Court for Fairfield County, State of Connecticut, the receiver of The Connecticut Press, Incorporated, will on January 15th, 1918, at ten o'clock in the forenoon at 45 Golden Hill Street, in Bridgeport, Connecticut, sell all the property of The Connecticut Press, Incorporated, a printing establishment, except certain property covered by a mortgage which will be sold at the same time by the representative of the mortgagee, said mortgage having been foreclosed. The property to be sold by the mortgagee and by the receiver consists of a printing establishment including printing presses, type, tools, machinery of all kinds, stock and contracts on hand and all property belonging to the plant which is a going concern, except book accounts, with the understanding that the receiver reserves the right to reject any or all bids, and that the sale is subject to the approval of the Superior Court.

Address all inquiries about sale to L. B. Powe, care of Connecticut National Bank, Bridgeport, Conn., or to James A. Marr, his Attorney, Bridgeport, Conn.

FORECLOSURE SALE

January 15, 1918 Printing Presses, etc.

The Undersigned, by order of the Superior Court for
Fairfield County in the action of

The Bridgeport Trust Co., Trustee vs. Connecticut Press, Inc.

Dated October 19, 1917, will sell at public auction AT THE OFFICES OF THE CONNECTICUT PRESS, INC., 45 GOLDEN HILL STREET, BRIDGEPORT, CONN., at 10 a. m., JANUARY 15, 1918, the following property:

OFFICE

All office furniture and fixtures, excepting one desk and one chair, one adding machine and one typewriter.

COMPOSING ROOM

One-half of the linotype metal and one-half of the type and all of the cabinets, except two new cabinets, cases and rule cases, except one metal furniture case and one rule case; iron beds, smelting furnace, lead cutters, mitering machine, one Washington hand press, one double-deck linotype machine and equipment, one plate-shaving machine, one circular saw, four Bates numbering machines, imposing stones, brass and zinc galleys, composing sticks, wood type in cases and otherwise.

PRESS ROOM

One twenty horsepower motor, one 23x30 half front del. Whitlock press, one 34x47 back del. Whitlock press, one 22x28 half drum Whitlock pony press, one No. 7 Optimus press 40x55, one No. 7 Optimus press 36x52, one 34x47 del. Whitlock press, one 12x18 Golding jobber, two 10x15 Golding jobbers, one 8x12 Gordon jobber, one grindstone, one lot of shafting, press rollers, half-tone tools, cabinets, work tables.

BINDERY

One 26" signature folder, one 38x50 Fuller folder, one 22x28 Dexter point folder, one 25x38 Dexter point folder, two stitchers, one 30" Tatum power punch, one 30" Stimpson perforator, one power sewing machine (Singer),

one slot perforator, one Hickok ruling machine, three Champion cutters, one numbering machine, one paging machine, one large and one small standing press, one letter press, one backer, one stamping press, one 30" board shears, two punches, six sewing frames, one two horsepower motor, one 19" cutter, racks, tables, ladders, benches, perforator guides, hack saws, cutting sticks.

GENERAL

One steam-heating plant, electric wiring for lighting and power, one Little Giant paper press, clocks, scales, ladders, lamps, racks, cans, tools, filling boxes, shafting.

Ten per cent of accepted bid must be paid at time of sale in cash, bank draft or certified check, balance upon approval of sale by the Superior Court, subject to which approval sale will be made.

Right to reject any and all bids is reserved.

Delivery will be made on the premises upon payment in full.

It is expected that the Receiver of the Connecticut Press, Inc., will sell other property of that corporation at the same time and place and that arrangements can be made to receive lump sum bids covering that property and the mortgaged property above described, but in default of such arrangements the mortgaged property will nevertheless be sold as above stated.

D. FAIRCHILD WHEELER.

875 Main Street, Bridgeport, Conn.

YOU increase the chance of Success of a new campaign when you focus it on a local point. The best local point is

NEW ENGLAND

Because of its prosperity.

Because of its concentrated population.

Because of its high wage rate.

Because of its people who are temperamentally suggestive to new things worth while.

Because of the worth and character of the local daily newspaper in each community, which has the paper that has played fair with its readers in its news, editorials, and in its advertising columns for more than a generation.

It would be a miracle indeed if New England with these advantages were not the most productive field for your advertising.

Here follow 15 of the best home dailies.

LYNN, MASS., ITEM

Daily Circulation 13,227
Population 89,336, with suburbs 100,000

LOWELL, MASS., COURIER-CITIZEN

Daily circulation 17,400 net.
Population 114,366, with suburbs 150,000

SALEM, MASS., NEWS

Daily Circulation 18,732 net paid
Population 43,697, with suburbs 150,000

SPRINGFIELD, MASS., UNION

Daily Circulation 36,400
Population 100,000, with suburbs 250,000

TAUNTON, MASS., DAILY GAZETTE

Daily Circulation 5,721 net paid A. B. C.
Population 38,000, with suburbs 53,000.

PAWTUCKET, R. I., TIMES

Total distribution 22,851.
Population of Pawtucket and Central Falls 80,000.

BRIDGEPORT, CT., POST and TELEGRAM

Daily Circulation 35,064 net A. B. C.
Population 150,000, with suburbs 220,000

NEW HAVEN, CT., REGISTER

Daily Circulation 19,414
Population 150,000, with suburbs 175,000

NEW LONDON, CT., DAY (Evening)

Daily Circulation over 10,200—2c copy
Population 25,000, with suburbs 60,000

MERIDEN, CT., JOURNAL

Daily Circulation 5,120
Population 37,265, with suburbs 50,000

WATERBURY, CT., REPUBLICAN

Daily Circulation 11,321 net paid
Population 73,144, with suburbs 100,000

PORTLAND, ME., EXPRESS

Daily Circulation 22,737
Population 58,571, with suburbs 75,000

BURLINGTON, VT., FREE PRESS

Daily Circulation 10,714 net
Population 22,000, with suburbs 40,000

MANCHESTER, N. H., UNION and LEADER

Daily Circulation 25,000
Population 75,063, with suburbs 150,000

FITCHBURG, MASS., SENTINEL

Daily Circulation 5,192
Population 39,656, with suburbs 150,000

EACH OF THE NEWSPAPERS here named is a power in its home community.

It might be well to say that the men have not objected to women working in the machine shops. While we feel sure that there would have been objections raised last year, this year the men are giving the most helpful assistance in the training of women to do the work properly, for all recognize the importance of carrying on the industrial undertakings by women, as men are required for military work.

We have not been able to impress women with the importance of being on hand every day. Many seem to feel that it will be perfectly satisfactory to be absent occasionally, particularly if they have any household duties to finish, and for this reason we have been careful to select those women who can be entirely relieved of such responsibilities if they enter our employ. Our record of absences of women is as a rule about 20 per. cent greater than among men.

We have carried on a most successful experiment in the employment of women in one of the estimating departments. A group of college women are taking up the work heretofore carried on by the younger technical graduates. These young women had no technical training, but we selected those who had specialized in physics, chemistry, or other work of this character. The activity and interest of this group of young women is all that could be desired.

To Represent Photographic News Syndicate

D. E. Northan, formerly with Street & Smith, has been appointed Western representative of the Photographic News Syndicate, New York, and George B. Stewart Eastern representative. Mr. Stewart was formerly associated with *Home Life*. They succeed W. Russell Gomez and Kenneth T. Kendall, respectively, recently called to the colors.

Election Coming of Editorial Conference

The annual meeting of the Editorial Conference of the New York Business Publishers Association, Inc., will be held on January 8.

PORTLAND Evening Express

"The Big Fellow of Portland, Maine"

This is a great combination, a fine city of well-to-do people and an afternoon daily exclusive in its field.

The city is a jobbing center, a social center and a financial center—the three things that mark leadership, and the EXPRESS entirely dominates the whole field as it goes into about nine out of every ten homes in Portland and suburbs.

The Julius Mathews Special Agency
Boston—New York—Chicago

Millions In Money Are Pouring Into Bridgeport The Wonder City

In addition to the Government contract for \$46,000,000 now comes another for an additional \$10,000,000. These alone will keep Bridgeport busy for a number of years, and make this city one of the

Big Merchandise Outlets of America

When you place your goods in Bridgeport every dealer will tell you the one great mover of merchandise is the

Post AND Telegram

Connecticut's Largest Circulation

The Julius Mathews Special Agency
Boston—New York—Chicago

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1838 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Boulevard, KIRK TAYLOR, Manager. Telephones, Harrison 1707 & 1939.

New England Office: 1 Beacon Street, Boston, JULIUS MATHREWS, Manager.

Atlanta Office: Candler Bldg., Geo. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

London Office: 16 Regent Street, S.W., G. W. KETTLE, Manager.

Paris Office: 10 Rue de la Victoire, JEAN H. FULGERAS, Manager.

Issued every Thursday. Subscription price, three dollars a year, \$1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar.

Advertising rates: Page, \$80; half page, \$40; quarter page, \$20; one inch, minimum \$6.30. Classified 45 cents a line—net. Minimum order \$2.25.

JOHN IRVING ROMER, Editor

NEW YORK, JANUARY 3, 1918

Not Wise to Trade Goods for Liberty Bonds Prompted by their desire to go the limit in helping the Government prosecute the war, many business houses are advertising that they will accept Liberty Bonds in payment for merchandise. On the face of it this might seem like a good thing to do. Closer analysis, however, shows that there are very serious objections to the plan.

True enough the use of the bonds in this way might stimulate the buying of merchandise. Also it would be likely to facilitate temporarily the absorption of the loans. Nevertheless there are dangers in the plan which more than offset the apparent advantages.

A reader of PRINTERS' INK has turned over to us correspondence which he had about the subject

with the Secretary of the Treasury, and also with Benjamin F. Strong, of the Federal Reserve Bank, of New York. Mr. McAdoo condemns the suggestion because it would encourage "the disposal of bonds originally taken for investment." It would also make the bond owner a competitor of the Government in the buying of the goods which it now so badly needs.

Mr. Strong concurs with the Treasury Department and also makes three other principal objections to the idea. In the first place, the plan would tend to make currency out of Government Bonds. Secondly, it would necessitate a constant adjustment between price of the bonds and the price of merchandise, probably resulting in needless discounting. Thirdly, the practice would cause bonds to accumulate in certain hands, and thus force them to throw the securities on the market. This would cause more selling than might otherwise occur.

Many manufacturers and retailers have decided on a definite policy in handling the matter. Some have agreed to discourage the practice in every way that is possible, and to accept bonds in payment of goods only when there is no other way out. A good many others, such, for instance, as the large retailers in Pittsburgh, have formally agreed not to advertise that bonds are accepted as cash, but to take them when the customer insists on offering them. One large Philadelphia establishment advertises that it will accept bonds for merchandise, but it advises its customers that they had better not part with them.

It is well that business houses are beginning to take this attitude on the question. The development of millions of bond holders in this country is one of the best things that ever happened to business. It would be a very unwise policy to urge people to get rid of their holdings. It would be really equivalent to encouraging the dissipation of capital, which is the nation's economic bulwark.

A Foolish German Plan for Business

Advertising men will watch with the keenest attention the plans of the German government for centralized government buying of raw materials for distribution to individual manufacturers after the war. The merits of the plan are obvious, and need not be repeated here. Its defects are equally obvious, with a little study, and it is no wonder that German business men are reported to be fighting, tooth and nail, against the plan, which is fostered by the military bureaucracy. The scheme is for the government to import, first, what is most urgently needed for national needs; and then such other raw materials as are wanted. "Already," reports E. A. Groff, of the foreign trade department of the National City Bank of New York, "the syndication and standardization of German production is in process. Many kinds of manufactures are syndicated, and the processes and products are being standardized. Just as if the government were a great holding company, it is taking over and syndicating the plants. Bureaucracy is in charge. German business sense foresees what will happen. The government is suppressing individual styles of product and trade-marks, and destroying the good will of enterprises."

If this account is correct—and we must remember how hard it is to get information from the Entente countries which is not distorted purposely by the government—it seems that official Germania is again trying to cut commercial Germania's throat. If all German goods are to be standardized and manufactured under what amounts in effect to a government leasing system, at one stroke all good will values created through advertising and the past maintenance of quality standards are lopped off. So is the usefulness of all future advertising; what does it matter whether Schmidt or Vogel is the maker of your next pair of government-specified standardized boots? But

the government will also have to control arbitrarily the means of distribution, including the retail stores, or they are in for an era of secret bribery and price-cutting to the storekeeper by Manufacturer Ein to get his standardized goods upon the shelves rather than the standardized goods of Manufacturer Zwei. And in the foreign markets the case will be worse. One solitary German manufacturer might be able to sneak his goods into the foreign market, by covert means; but who could be so blindly fatuous as to expect it will be possible to sell official German products, officially approved, to any civilized nation during at least a generation? And even if the bitter hatred of all things German which fills three-fourths of the world to-day could be eliminated, what guarantee is there that mankind will accept the styles and qualities which the All-Highest deigns to authorize? And how is Junkerdom to synthesize for itself the necessary sense of beauty to make it the artistic dictator of the world? Decidedly, if the Prussians are dreaming such dreams as this, they are the maddest of nightmares!

England, we hear, is considering the plan of centralized buying and distribution to the individual manufacturers according to their needs. The United States is taking gigantic strides in the same direction through our centralized buying machinery for war supplies. It is not at all likely, however, that in either of these democratic nations standardization will be extended, in peace times, to finished products. Such an annihilation of good will values, trade-marks, and the business-building, educative power of advertising, would be destructive of individual initiative and pride in product, and as commercially disastrous as it would be unnecessary. Especially would this be true if Germany pursues the policy outlined, and competes in the markets of the world only on a price basis—and with her advantage there greatly diminished

by the adverse rates of exchange against the German mark, which will make imported raw materials expensive for her.

There are many things in which we are becoming reconciled to government control—prices on raw materials, inspection of factory conditions, enforcement of purity and quality standards, etc.; but granting these, it is surely wisdom to let each manufacturer produce the best goods he knows how, in his own way, and with his own name on them if he wants to put it there.

Coming Calamities That Never Arrive

One of the lessons the war has taught us, is that no human brain is great enough to look ahead into the future and predict coming conditions and events with any accuracy. There are so many factors involved in every situation that the mind which attempts to co-ordinate them in advance and predict results is sure to get one or two elements in the wrong perspective, and thus bring his whole structure of prophecy crashing to the ground.

Who could ever have had the imagination, for instance, to predict that the air raids over London would have resulted in increased advertising in the metropolis? The aerial navies of the Germans, raining death upon the city, would certainly be thought of, in advance of the event, as paralyzing business rather than the contrary. Nevertheless, it seems that quite a brisk amount of advertising is being done by some of the big department stores in explaining to the public the bomb-proof qualities of their cellars! Offers of insurance are even made, the store guaranteeing to pay a large sum to the next-of-kin of any person seriously injured or killed in the store building during a raid. There is also quite a brisk advertising business, it is reported, in selling or leasing houses in the comparatively safe suburban zone. Which goes to show that you never can tell!

Another circumstance which in advance of the event, seemed to offer ground for pessimism in British advertising circles, was the withdrawal from civil life of so many advertisement readers. Not only the men now in the army, but thousands and thousands of British women who are working behind the lines in France, have stopped reading and answering advertising. Experience has shown, however, that to compensate for these, a new class of purchasers has sprung up—namely, the half-grown boys and girls who are now workers in munitions or some other type of war-labor, and possess independent incomes of their own at ages when before the war their buying would all have been done for them by their parents. It is reported that some London shops are now recognizing the existence of this new type of buyer by adding an unwonted sprightly and juvenile tone to their erstwhile dignified copy.

Therefore, the next time anyone tells you that he has scanned the business horizon, and that we are in for an advertising famine—or an advertising feast—next year, tell him that he doesn't know what he is talking about. The chances are that you will be correct.

Bakers Addressed by Corn Millers Association

The National Association of White-Corn Millers, of which Charles W. Schmidt, of Cincinnati, is secretary, is pushing a campaign in bakery and milling papers having in view a larger use of corn flour. It is suggested in the advertising that a mixture of corn flour with wheat flour, using from 5 to 15 per cent of the former, makes a large saving in baking. This results in a reduction of the amount of sugar and shortening needed, it is shown. Baking formulas have been prepared, and are offered to the trade by the association. The organization was formed comparatively recently, and now has about twelve members.

New Advertising Film Co.

Andrew B. Coyle has taken over the good will of the Harold Ives Company, Inc., New York, and incorporated the Brite-Lite Film Advertising Company, also of New York.

FRANK L. E. GAUSS will represent WOMAN'S WORLD, The Magazine of the Country, in the capacity of Advertising Director effective January 1st, 1918.

Spencer H. Framming
ADVERTISING DIRECTOR

Careless Merchandising

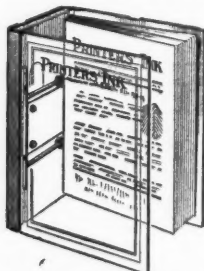
is responsible for more trade mark losses than all the wilful infringers put together. A slight change in the merchandising policy will often accomplish more than a dozen lawsuits—and at one-tenth the expense.

I am prepared to give expert advice on the protection of good will by merchandising methods.

ROY W. JOHNSON
Trade Marks · Trade Names
The Protection of Good Will

Mutual Life Building
32 Nassau Street
New York

BINDERS FOR PRINTERS' INK



***65 Cents Each—Postpaid**

PRINTERS' INK binders will hold an average of ten copies each. Figure five binders for a year's copies. Each issue, as received, can be securely fastened in the binder, by a very simple arrangement, and will open like a book, with all inside margins fully visible.

Made of heavy book board, insuring durability. Covered with strong black book cloth; lettered in gold.

PRINTERS' INK PUBLISHING CO.
185 Madison Avenue - - New York

*Where two or more are ordered at the same time, the price is 55c. each, plus actual shipping costs.

Food Men Now Working with Canadian Controller

Proposals for the Supervision of Food Distributors Made by Committee of Manufacturers, Wholesalers and Retailers—"No-Package" Threat Brought Concerted Action

THE Canadian Food Controller has turned his attention to constructive regulations, and from the present indications his future efforts will be quite in harmony with the dictates of business and the best interests of the trades affected. It is even hinted now that the "no-package" edict was a strategic manoeuvre to bring home to the trade the need for co-operative action to save food and reduce costs.

If this was the objective, it has admirably succeeded, for it was not until their very existence was threatened that the trade concerned itself with the problems of the present crisis. The "no-package" edict accomplished wonders in the aligning of the food interests in a co-operative movement to lower the costs to the consumer, and to abolish unfair practices, abuses, and duplications. The Food Controller is putting the foodstuffs trade into shape to meet the demands of a prolonged war, and if the plans now proposed materialize it will mean the elevation of the grocery trade in Canada to a very efficient and stable plane.

Recently the Food Controller called into consultation committees representing the three branches of the foodstuffs trade—retailers, wholesalers and manufacturers. This committee has now proposed regulations that have been approved by the trade, and have been taken into serious consideration by the Food Controller who intimates that action thereon will be forthcoming immediately.

The purpose of the recommendations is the elimination of many

of the abuses of the trade, and at the same time the decreasing of distributing charges which do not represent value. The prevention of overlapping in both solicitation and deliveries is one of the points most strongly emphasized. It is quite probable that the tentative proposals submitted by the committee will be endorsed by the Controller and become effective. It is proposed to eliminate all special deliveries, and to limit deliveries to one delivery per day. It is also proposed to work out some system of co-operative delivery system to eliminate the overlapping of competitive deliveries. The economies thus effected would tend to lower the cost to the consumer without decreasing profits or discouraging production.

The licensing of the food distributors will simplify the regulation of the trade, and will have the tendency to discourage the undesirable class of merchants from engaging in the business. The stipulation of "minimum standard of equipment" should effect a great improvement in the economical distribution of foods, while the enforced keeping of proper books will tend to elevate the trade to an efficient level.

"Today's Housewife's" New Officers

The Canton Publishing Company, New York, publisher of *Today's Housewife*, has elected officers as follows: President, George A. McClellan, formerly vice-president and general manager; first vice-president and business manager, William G. Palmer, formerly second vice-president; chairman of the board of directors, John N. Garver, formerly president.

Aughinbaugh With New York "Commercial"

Dr. W. E. Aughinbaugh, who holds the chair of foreign trade at New York University, has been made foreign trade and export editor of the *New York Commercial*.

A. J. Johnson Appointed City Chamberlain

Alfred J. Johnson, vice-president of the Van Cleve Company, of New York, has been appointed city chamberlain by Mayor John F. Hylan.

The Advertising Department of **The American Jewish Chronicle**

Aeolian Hall, New York

Member Audit Bureau of Circulations

announces the
addition to its
staff of

Mrs. H. M. LEVY

SAMUEL W. GOLDBERG
Advertising Manager

January 2, 1918

IF YOU knew of how
I am saving money
for advertisers by furnishing mats and
stereos that give the
same printed results
as electros, I believe
it would be information which you
could use with profit.

J.T. BUNTIN INC.
MATS
AND STEREOS

209-219 W. 38th St., New York

The Little Schoolmaster's Classroom

A NUMBER of national advertisers who are continually trying to solve the problem of having dealers tie up to the publicity in periodicals of national circulation have found at least a partial solution in the plan of selling dealers a calendar for distribution in their own communities. One such advertiser during 1917 had a distribution of more than a million of these calendars, which were sold to dealers at practically the full cost.

One other manufacturer who has for several years been successful in inducing dealers to buy and send out a special calendar that he has prepared for them experimented during the past year with the plan of not putting any of his own advertising on the calendar—not even his trademark. He makes a building material and he argued to building material dealers in about this way:

"Heretofore we have stood about \$500 of the cost of these calendars, but this season we have decided to ask our dealers to stand the entire cost, delivery charges and all, and that being the case we don't feel that we have any right to put our advertising on the pictures. We are giving you striking building scenes, every one of which will carry a message, and as it is your calendar we don't want to cheapen it by tacking on a plain advertisement of ours. We are going to give you the service of our advertising department in getting up a special calendar that no one else in your community will have, and will give you the benefit of our purchase of a very large edition—which will bring the price down below that which you would pay for an ordinary stock calendar such as the grocer, the butcher or the baker may send out. If you want to include our product in your imprint, along with the other things you handle, well and

good, but that will be no condition of the order."

This argument was effective. The orders for calendars exceeded those of the previous year by 30 per cent, and about nine-tenths of the dealers included the name of the manufacturer's product in their business cards imprinted on the calendars.

So many stock calendars are purchased in small lots by retailers that it is a wonder that more manufacturers do not go into the business of preparing special designs, carrying a real selling message for their lines of products and inducing dealers to buy and distribute these "tie-ups" to national publicity. At least one national advertiser has demonstrated that he can sell a good-sized edition without asking his sales organization to lend a hand. The experience of all advertisers using this plan is that it is necessary to solicit orders from dealers at the very first of the year; otherwise the salesmen for stock design calendars are likely to pick up most of the business before Mr. Dealer learns that some enterprising manufacturer will supply him a special calendar of definite advertising value.

* * *

The man who capitalizes his everyday business and private experiences by applying them to good account in his successive effort is the kind that puts experience down in the profit, instead of the general, column. The Schoolmaster recently heard some constructive testimony to this effect at a meeting of the Technical Publicity Association in New York City. F. R. Davis, of the General Electric Company, had previously remarked that a space salesman who left an advertiser's office without an order need never feel that he has spent his time unprofitably, if he has made a good presentation of his proposition.

In commenting on this remark a

space salesman affirmed its logic by the following anecdote.

"I was out in Chicago one time," he related, "and I called on a

manufacturer. This man had a lubricator. He took his glasses off his nose and looked at me and said, 'Young man, I like your little

The Rapid Electrotpe Co.

W. H. KAUFMANN, President and General Manager

Makers of all kinds of Advertising Plates and Trade Cuts, including Stereotypes and Mats, by the wax or Dr. Albert Lead Mold Process. Sole owners of U. S. Letters Patent on Aluminotype.

New York Cincinnati Chicago

The Largest Makers and Distributors of Advertising Plates in the World

REFERENCES:—Any five national advertisers you may think of. If you ask them, you will, perhaps, find that several of them already know what Rapid's Service means.

BRITE-LITE Film Advertising Company, Inc.

217 BROADWAY, NEW YORK

Telephone Barclay 4547

Successors to HAROLD IVES COMPANY, Inc.

Motion Picture Films, Slides and Animated Trailers

For ADVERTISING PURPOSES

Mr. A. B. Coyle, formerly with the Harold Ives Company, is in charge of Sales Department, and assures former and prospective clients of prompt, efficient service.

Now for 1918

If you need salesmen for your line, don't wait until all the best ones have made connections. Use "Newspaper Classified" now. Your Agency can prepare "copy" that will "pull."

Many a business can be built up to mammoth proportions thru "Salesmen Wanted" ads.

ARKENBERG
Special  *Agency*
PUBLISHERS' REPRESENTATIVES
NEW YORK CHICAGO
702 World Building 1120 Lytton Building
Tel. Beekman 2252 Tel. Harrison 5508

To get national distribution TALK WITH **Heegstra**

H. Walton **HEEGSTRA** Inc.—MERCHANDISING—25 E. Jackson Boulevard, Chicago

"GIBBONS Knows CANADA"

J.M.CAMPBELL

Preparation of copy for
Advertisers. Compilation of data
on which to base permanent
advertising policies.

171 MADISON AVE., NEW YORK
Telephone Murray Hill 4394

HOUSEWIVES Trade Journal MAGAZINE of the Home

Edited by Mrs. Julian Heath
President National Housewives League
Page 429 Lines, \$195.00. Line Rate, 50c.
50,000 guaranteed average monthly circulation
with Cash Rebate. Subscription \$2.00 a year
Wm. H. Hogg, Adv. Mgr. 25 W. 45 St. N.Y.
Cole and Freer Metz B. Hayes
Peoples Gas Bldg. 44 Bromfield St.
Chicago Boston

Use Lantern Slides for (Trade Mark) Advertising



They are like business cards. They suggest the company and its goods. The screen is the best advertising medium. Unique Slides add punch to any display. Write to us.
UNIQUE SLIDE CO.
717 Seventh Av., N.Y. City

VENUS PENCIL

YOU'LL know
why the biggest
selling drawing
pencil in the world is
VENUS, the first time
you use a VENUS
pencil.

VENUS pencils are
perfect pencils.



Try 4B for writing copy

17 black degrees and hard and
medium copying.



Write for box of test sam-
ples—FREE

American
Lead Pencil Co.
205 Fifth Ave., New York

talk; keep it up, you'll get there some day. But I want to just help you a little. I am sixty-five years of age, I have a very good lubricator, and I sell a lot of them, but if that publication you represent is able to do all that you say it can do for an advertiser, I would receive so many orders from my advertising that I would be excited, and first thing you know I would never reach sixty-six. Now, I want to be left in peace. I am getting all that I want out of this business. It is growing as fast as I want it to grow, and I make all the money I want out of it. Now I know that you are sincere and serious, etc.,'

* * *

"Now, he didn't get anything out of that interview, but it did show me the necessity of analyzing every proposition before calling on anyone. Whether I do that or not is neither here nor there; it showed the necessity. So I started to work on that idea, and called on Mr. Jones, who also makes lubricators, but who is not sixty-five years of age.

"I asked him, 'Are you too old to want more business?' He said, 'No!' 'Would you be interested in a proposition that would show you how to get more business?' 'You bet!' 'Well, I have come here this morning to show you that proposition'—what the result of the interview was makes no difference. Well, it was eight pages.

"The point is that the one man was sixty-five years of age, and wouldn't want to advertise whether the publication was good or not, and couldn't get any good out of the interview, but the result of the interview showed the salesman on the job the need of analyzing the situation, which naturally helped him secure business from other concerns."

Here is a principle that the salesman of any commodity might aptly directly to his own proposition. Undoubtedly he is doing it, consciously or otherwise. The point is, that it is worth a conscious effort.

* * *

To the Schoolmaster's desk the other day came a circular letter which, if it did not represent the climax in easy response, at any rate approached it closely. The letter put up the proposition—that of a New York insurance agent—in straightforward manner, and the enclosed return card, self-addressed and stamped, bore upon its reverse the simple message, "This card, if mailed, unsigned, will bring you further details without expense or the slightest obligation."

"But how are they going to know which one of their prospects mailed that card?" said the Schoolmaster to himself. His name did not appear upon it anywhere; but on investigation he discovered down in one corner of the card a serial number; and in one remote corner of the letter which accompanied the card was the same number. Evidently when the card came home to roost, this number was looked up on the list, the name of the prospect was thus ascertained, and the personal follow-up was put in motion.

An ingenious scheme, isn't it? Incidentally, the Schoolmaster got so interested in figuring out how the advertiser would know whose return card was whose, that he quite forgot what the proposition itself was about; which simply goes to show that you can't be expected to think of everything, when you are getting up a letter!

* * *

It happened at one of the lunch-hour meetings of a group of teams engaged in raising the Y. M. C. A. Army and Navy fund. The chairman of the day was disposed to have a little fun with the two newspaper men present.

"A discussion has been going at this table," said he, "as to the respective merits of the 'Bugle' and the 'Clarion.' Mr. Blank, the 'Bugle' man, says that no one reads the 'Clarion' these days, while Bixler, the 'Clarion' representative, declares that the 'Bugle' never did command much attention. Now we want to make a test. How many of you gentlemen read the editorial in last

WANTED

High-class Pen and Ink Artist

to illustrate advertisements. Apply by letter, submitting samples.

P. O. B. 2162 Export,
New York City.

Are YOU the Man?

Will your experience and capabilities measure up to the requirements needed in the man who as chief of the Copy and Service Department will occupy the vacant desk in our organization?

We are the largest concern in the country engaged exclusively in the production of Direct-by-Mail advertising. Our service is considered a standard of perfection.

We want a man who is first of all a capable writer. He must also have enough creative ability to originate practical, common-sense ideas for selling arguments and layouts that will present such ideas in a distinctive forceful manner.

He should have experience in producing folders, booklets, circulars, house-organs and all other forms of co-operative advertising.

The applicant we hire will have to create "sales literature." So if you're the man, start right in by selling us your services in your first letter.

"A. A.," Box 67, "P. I."

EDEXCO MAP PINS
Glass Head
Color Will Not Peel or Scratch Off
 Solid glass heads. Steel points. Stay where you put them. 24 pins—10 colors. Color runs all the way through.

Maps For Sales Plans
 Entire U. S. or any state states. Convenient sizes.

Plotting Papers for Charts
 To show sales, costs, profits and other vital statistics. Send 50c, stamps or coin for *Big Sample Package* containing Map Pins and other Map marking devices, sample EDEXCO Map Mount, Charting Papers, Curve Cards, and our booklet for Executives. "Graphic Presentation of Facts".

Our map pins—exact size
 Booklet alone sent free if desired.

EDUCATIONAL EXHIBITION CO.
 125 Custom House St., Providence, R. I.

SEND FOR THESE
BUNGALOW BOOKS
 With Economy Plans of California Homes



—noted for comfort, beauty and adaptability to any climate.

"Representative Calif. Homes"
 53 Plans, \$2500 to \$7000—60c

"West Coast Bungalows," 72 Plans, \$1200 to \$2500—60c

"Little Bungalows," 40 Plans, \$500 to \$2000—40c

SPECIAL \$1.50 OFFER—Send \$1.50 for all 3 books and get book of 75 special plans, also Garage plans **FREE**

Money back if not satisfied

E. W. STILLWELL & CO., Architects
 660 Henne Building, Los Angeles, Cal.



**PETERSON
 & DEAN**
GRANDRAPIDS, MICH
ADVERTISING



LEPAGE'S
GLUE HANDY TUBES
 A HOUSEHOLD NECESSITY

night's 'Bugle' on this Y. M. C. A. campaign? Hold up your hands."

About a dozen hands, out of the eighty men present, went up.

"Very good. Now will those who read the editorial in the 'Clarion' on the same subject hold up their hands."

About fifteen hands went up.

"Thank you, gentlemen. There wasn't an editorial in either paper on the subject."

There was a storm of laughter and a number of red faces, but undoubtedly the hands were held up in good faith. It reminded the Schoolmaster of these tests on general audiences asking those who bought a product because they saw it advertised in the newspapers to hold up their hands, for those who bought on the recommendation of neighbors to indicate likewise, and so on. How much are such tests really worth?

* * *

"Must have a pleasant telephone voice," appeared in a Help Wanted advertisement the other day. Who says that the business world is missing all of the fine points of advertising, and good-will creation?

Then People Won't Grumble
 Over Late Trains

The Central Railroad of New Jersey is adding to its increment of good will in current advertising and at the same time placing itself to be of larger assistance to the government in the transportation of munitions and other essential supplies. One of the advertisements in the present series points out that interruptions of passenger schedules are inevitable because railroads have given right of way to freight trains carrying the elements of victory. "Keep the Factory Fires Burning and Save the Lives of Our Soldiers and Sailors" is the heading of the advertisement, which is illustrated with a view inside a big-gun factory, with an insert showing one of the guns in action later on.

Represents Doubleday-Page
 Publications

Harry L. Townsend, who was for some time with *Cosmopolitan Magazine* and more recently with *Photoplay Magazine*, is now connected with the Western office of *World's Work* and *Country Life*.

Would Increase Postal Employees' Wage

Advertisers who are solicitous as to the cost of maintenance of the U. S. Post Office Department by reason of the relation of overhead in this quarter to the rates of postage, especially first and second-class postage, may find food for reflection in some of the increased appropriations in the Post Office Appropriation Bill (H. R. 7237) recently reported to the U. S. House of Representatives. A section which carries an appropriation of more than \$50,000,000 includes among its enumerated purposes "To provide for the promotion of eighty-five per centum of the clerks in first-class post-offices from the fifth to the sixth grade, and for the promotion of fifteen per centum of the clerks in the sixth grade to the designation of 'special clerk' in the \$1,300 grade, and for the promotion of fifteen per centum of the designated 'special clerks' in the \$1,300 grade to the designation of 'special clerk' in the \$1,400 grade, and to provide for the promotion of eighty-five per centum of the clerks in the second-class post-offices from the fourth to the fifth grade and for the promotion of fifteen per centum of the clerks in second-class post-offices from the fifth to the sixth grade." Another item carrying \$41,700,000 provides for the promotion of eighty-five per cent of the letter carriers in first-class post-offices from the fifth to the sixth grade and for the promotion of eighty-five per cent of the letter carriers in second-class offices from fourth to fifth grade.

Advertisements

"Wanted—a sturdy, steady man

Of any age at all—

One who can handle Heavy weights,

And help to lift and haul.

Color or creed will matter not

He need not read or write

We work the union eight-hour day

With double pay at night.

Experience we'd like, of course,

But any man who's strong

(A laborer is what we want)

Could qualify ere long.

To put this man to work at once

Our foreman we empower,

So please report, prepared to start

At 60 cents an hour."

And lo! a little further down

The advertising page:

"Wanted—an office man with brains,

Past thirty years of age.

A clever correspondent—one

Who is not prone to shirk,

And will not feel himself aggrieved

When asked to do night work;

A man of some experience,

A college man preferred,

With quick intelligence endowed,

And by ambition spurred.

The highest references we

Require—the man we seek

We'll gladly pay a salary,

To start, of twelve a week."

—Beatrice Barry, in the New York Times.

The American

Photographic Dealer

30 Church St.

New York

DOMINANCE: The only trade paper in its field.

CONFIDENCE: Official Organ American Photographic Dealers' Association. An unexploited field of live dealers seeking profitable regular and side lines. Would your product sell to their able-to-buy patrons? These dealers wish to know.

100% PROFIT

on fast-selling side line. Indestructible Signs for Roads, Streets and Advertising Purposes. Field unlimited. No investment. Write today for catalog and samples.

INDESTRUCTIBLE SIGN CO.
COLUMBUS, OHIO

BOOKLETS and CATALOGS

Many of America's prominent advertisers, advertising agencies and others requiring high class work use

CHARLES FRANCIS PRESS
461 Eighth Avenue, New York City
Printers of "PRINTERS' INK"

Make a NEW MAN of YOURSELF for the NEW YEAR!



ARE you going to be a failure all your life or are you determined to be a

BIG SUCCESS THIS YEAR?

Are you going to stay a weakling with flabby muscles, undeveloped body, poor digestion, or are you going to **MAKE** yourself **STRONG, VITAL** and **SKIL-F-RELIANT**?

Abraham Lincoln said "prepare yourself for your big chance and it will come." No man wants a weakling for a big job. **PREPARE YOURSELF NOW.**

**HEALTH, STRENGTH
VITALITY**

Are you too fat or too thin? Are your organs weak? Have you a good appetite?

RESOLVE TO BE FREE from your shackles of ill-health. No matter what your ailment **STRONGFORTISM** will help you overcome it.

Here is a practical system of health and body building fitted to your individual needs by **LIONEL STRONGFORT**, the strongest physical culture expert in the world. The cost is moderate, instructions personal. Write me today; tell me just what your weakness or your ailment is and I will show you how to grow strong, robust, **SUCCESSFUL**. Before you do anything else write me now for a **FREE** copy of my book **INTELLIGENCE IN PHYSICAL AND HEALTH CULTURE**, and send 6c. in stamps to cover mailing expenses.

LIONEL STRONGFORT, Master of Physical Culture
425 Park Building, Newark, N. J.

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost forty-five cents a line for each insertion. No order accepted for less than two dollars and twenty-five cents. Cash must accompany order. Forms close Monday preceding date of issue.

HELP WANTED

WANTED—Salesman of Printing and Direct-by-Mail Advertising. Must travel considerably. No man need apply unless he has a topnotch record for producing sales. Man over thirty years of age preferred. Good salary to capable man who can prove up. Frederick C. Mathews Company, Office and Plant 63 Mullett St., Detroit, Mich.

Business Reporter with Newspaper or Trade Paper Experience

wanted by the leading trade paper in its line. Must have good address and ability to see, analyze and write. Only first-class man need apply. Give age, experience, salary and references. Address Box 593, care Printers' Ink.

Assistant to Advertising Manager in large New England corporation. National campaign just starting. Man experienced in ordering and checking, printing, engravings and electrotypes and having original ideas as to treatment, can secure position with excellent opportunity for advancement. Experience in catalog compiling will be valuable. Must not be subject to draft. Position must be filled by January 15th. Write stating age, past experience, present employment, salary wanted. All communications held confidential. Box 591, care Printers' Ink.

Assistant to Advertising Manager

in New York Office of best known trade publication in its class. Successful applicant must be aggressive, resourceful, creative, capable of planning and executing important work, also write convincing follow-up letters from solicitors' reports.

Previous experience should include co-operation with solicitors, writing circulars, and circular letters. College graduate preferred. State fully and in confidence your qualifications, previous experience, age, nationality, religion, and salary desired.

Box 595, care Printers' Ink.

SALESMAN—One with experience in selling a high grade patented specialty. Must have representative appearance, unimpeachable record and furnish the highest credentials. Box 592, care Printers' Ink.

MISCELLANEOUS

WANTED

to buy interest in small publication. Box 317, Westwood, New Jersey.

ROMEIKE'S PRESS CLIPPING BUREAU, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circular and terms.

POSITIONS WANTED

Young man, 18, seeks chance to learn advertising. Alexander Hamilton student, some adv. experience. Good ideas and imagination that only need training. Box 601, care Printers' Ink.

Sales by Mail Specialist!

Domestic-Export. Long experience. Age 38. Wants job after Jan. 1. All or part time. Address "Mail Sales," Box 594, care Printers' Ink.

FOR A SPANISH DEPARTMENT IN AN ADVERTISING AGENCY

Capable copy writer seeks connection. Twelve years' experience in newspaper and magazine work. Good organizer. Excellent record. Whole or part time. Box 599, care Printers' Ink.

Thorough knowledge Illustrating, Layout Copy, Photo-Engraving, Printing. Practical inside knowledge combined with personal supervision makes possible maximum results from minimum expenditure. Will go anywhere. Box 596.

Are You A Big—Busy

EXECUTIVE—ADVERTISING MANAGER—SALES MANAGER

that needs a capable—aggressive—resourceful—common sense assistant? Married; Draft class 4; Gentle; American. A past record that I want investigated. Present position successful manager mail sales \$30,000,000.00 corporation. Opportunity essential. Present salary \$50.00. Expect \$40.00. Must locate in N. Y. C. Interview. Box 604.

Ad. Salesman seeks opportunity with publication of unquestioned standing, preferably a business paper, offering attractive arrangement to a certified producer of uncommon calibre. Married, Christian. 28. Box 598, care Printers' Ink.

Publisher of agricultural or general periodical will find this man capable of shouldering responsibility. His specialty is advertising. Experience in all departments. Wants executive opportunity. Will bring ideas, ability, energy, loyalty. Age 34. Married. "Indiana," Box 602, Printers' Ink.

WRITER with advertising experience, seeks whole or part-time position; combines common-sense, balance, imagination, originality, force. Art education. Typist. Opportunity more important than salary. Box 603, Printers' Ink.

I KNOW

office management. Have for last six years had management of magazine publication office. Can lay out and write advertising copy that produces results. Now directing circulation of a magazine with half a million circulation and showing a good profit. Am alive, wide awake and looking for a change for the better. Any interested publisher should address Box 597, care Printers' Ink.

The Sales Manager of a nationally known corporation is desirous of making a change. Young, aggressive, thoroughly successful, having had five years experience, selling and managing advertising business and for past three years, managing sales of well-known specialty. Would only consider a connection with broad opportunities. Box 589, care Printers' Ink.

After a \$3,000.00 Job

The details of my experience from the day I received my college degree and landed that \$12.00 job, to my recent success as Sales and Advertising Manager, can best be reviewed at an interview.

Why not communicate with me at once?

Can write original, effective copy, booklets, etc. Can plan sales and advertising campaign. Age 30, analyst, manager. Box 590, care Printers' Ink.

ADVERTISING WOMAN

A writer and artist whose short stories have been accepted in the last four years by such publications as Collier's and Scribner's, and whose paintings have been shown in best New York and Philadelphia exhibitions, seeks commercial work. While studying art, she wrote the advertising copy for a fine furniture-and-decoration house in New York.

What big firm with an output of artistic merchandise wants this unusual artist-writer equipment—combined with executive ability and common sense—as a member of its advertising staff? Position should give responsibility. . . . She is hard of hearing, but with an electric device on her desk, normal for conversation. Box 588, care Printers' Ink.

A man, 35 years old, married, of original, sensible ideas and with character and brain molded by the hard rubs of experience through 10 years of executive work, seeks an opportunity to shoulder the responsibilities of an executive position, such as a man should do, if he had to oversee advertising from layout and copy work to spacebuying—the complete work in connection with getting up a pretentious catalog—Follow Ups—Merchandising—in a nutshell, if you want a man that will give you anything you have the right to expect of human power write "Neither small job nor small pay." Box 605, care Printers' Ink.

An Executive Would Consider A Change—

as Sales or General Manager for fair-sized firm, as Assistant to either Sales or General Manager of large firm, or as Division Manager.

Was Secretary and General Manager of small manufacturing firm 6 years; Assistant to General Manager of larger manufacturing firm 3 years, when absorbed by still larger firm. For 3 years have been connected with their Sales Department and as Advertising Manager. For good reasons, however, desire to make change.

Am 32 years of age, married, and have no questionable habits. High references for ability, judgment, initiative, etc., etc.

Have you an offer of mutual benefit?

Address "N-V," Box 606, care Printers' Ink.

CAUTION:

Applicants for positions advertised in PRINTERS' INK are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding. We are frequently in receipt of large packages, burst open, in a condition that undoubtedly occasions the loss of valuable pieces of printed matter, copy, drawings, etc. Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all matter entrusted to them.

PRINTERS' INK acts in the capacity of a forwarder, as a matter of service to both subscriber and advertiser, and where extremely heavy and bulky bundles are addressed in our care, it will be appreciated if the necessary postage for remailing is sent to us at the same time.

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EFFICIENT
SERVICE
Thos. Cusack Company
GETS RESULTS

Our *aims* and ideals are not alone to render *service* to our *clients* through the medium of Outdoor Advertising consisting of *Painted Display*, *Poster Advertising* and *Spectacular Electric Signs*; but to create, to originate, to construct, to co-operate in every way which will tend to the greater exploitation of their products. We are **Creators and Builders of Dominant, Distinctive, Imposing and Productive Publicity.**

Thos. Cusack Company
CHICAGO NEW YORK

Largest Advertising Company in the World

A RESOLUTION *for* 1918

Whether in undeterred
pursuit and exposure
of enemies within;

*I*n devoted watchfulness over
the welfare of our fighting forces;

*I*n determined insistence upon
efficiency instead of bureaucracy
and upon vigorous progress as
opposed to unnecessary delay.

*I*n ready praise or fearless
criticism of those in authority
deserving of either,

*L*et us test each thought, each
word, each act for its sincerity
and helpfulness toward
The Will To Win This War.

The Chicago Tribune.